

EUROPEAN NEWS

Karpov edges towards Nato over arms cuts

By William Dufforce in Geneva

MR VIKTOR KARPOV, Soviet Deputy Foreign Minister, yesterday outlined in informal discussion a programme for cuts in conventional arms in Europe that appeared to go some way to meet Nato demands.

Institute for Disarmament Research, the minister put forward a "possible principles" for reductions in conventional arms: The elimination of current imbalances between Nato and Warsaw Pact forces, with cuts being made first in the most destabilising weapons.

Agreement could be reached promptly, Mr Karpov said, by setting ceilings on the most dangerous types of offensive weapons. These should be lower than the existing lowest levels in the two alliances.

Mr Karpov suggested that the space between the Atlantic and the Urals be divided geographically into several concentric zones, with different levels of arms reduction.

A second reduction of troops stationed in Mongolia was planned. This would amount to 75 per cent of their present size.

David Goodhart decodes the arguments about modernising short-range nuclear arms

Missiles represent wider debate on German interests

FORGET about the US-German row over Libya: that was a mere tiff compared with the approaching conflict over modernising short-range nuclear missiles.

Such is the opinion of a growing number of defence analysts in Bonn who see the modernisation debate - both in West Germany and in Nato - as a proxy for the much bigger argument over attitudes to Mr Gorbachev, the role of nuclear weapons in Nato strategy and the special interests of West Germany.

Recent events have swung the argument in favour of the Foreign Minister

Decoding the deliberately shrouded argument within the coalition is never simple. But it now seems that last year's hints that Chancellor Helmut Kohl would, after a bit of squinting, accept an agreement on modernisation early this year were wide of the mark.

Now that intermediate range nuclear missiles have been withdrawn, following the 1987 INF treaty, the three categories of short-range nuclear missiles remain: the Lance missile, nuclear artillery and air-to-ground missiles. As most artillery will be scrapped over the next few years, attention has focused on the Lance, which will need to be replaced before 1992.



The highly versatile Lance missile will need to be replaced before 1992

Against that view stands German public opinion and the Genscher camp. Polls show the German public firmly committed to Nato and the US link, but there are also big majorities in favour of not modernising short-range missiles and, indeed, getting rid of all nuclear weapons.

None the less, arriving at such a compromise will take its toll. The issue of short-range missiles, which can only land on German soil, touches German nerves. At the same time, the apparently disappearing military threat from the East makes the German public far less ready to accept the inconveniences of playing host to the highest concentration of troops and hardware in Nato.

From a different perspective, supporters of modernisation in Germany or abroad also stress that lack of political leadership on security matters is allowing a dangerous drift. When Mr Kohl is more concerned with tactical advantage in the 1990 election than with the future of the alliance we are in for a bumpy time, one conservative analyst says.

Rakowski visit breaks new ground with Bonn

By Leslie Collitt in Berlin

AN UNOFFICIAL visit to West Germany by Mr Mieczyslaw Rakowski, Poland's Prime Minister, has broken the stalemate in relations between the two countries.

The Government is also prepared to give official guarantees for trade credits to Poland, but officials stressed that fresh money would only be given for specific projects.

Soviet heavy industry to serve consumers

By Quentin Peel in Moscow

EVERY single industry and enterprise in the Soviet heavy industrial sector, including the defence industry, has been told to produce some consumer goods, in the country's crash programme to meet an enormous backlog of unsatisfied consumer demand.

At the same time, more than \$1bn (£560m) in foreign currency has been set aside for importing machinery and equipment for the consumer goods sector, and another \$200m (£133m) will be spent on importing finished consumer products this year.

Even now defence industries produce quite a lot of consumer goods, including consumer durables such as televisions, refrigerators and bicycles, she said.

Greek PM under fire over Koskotas scandal

By Andriana Teriodiaconou in Athens

MR ANDREAS PAPANDREOU, the Greek Socialist Prime Minister, has found himself under direct fire for the first time for alleged personal involvement in the scandal featuring former banker and press baron Mr George Koskotas.

Mr Koskotas, who enjoyed close relations with the Socialist Government, was charged with fraud last October. The scandal implicated a number of ministers but until now had touched Mr Papandrou only by association.

Soviet steel venture unveiled

By Alan Friedman in Milan

A HIGHLY unusual Soviet joint venture designed to help modernise the Soviet Union's steel industry and including major Italian companies as well as Swiss, Bulgarian and Finnish concerns was unveiled in Genoa yesterday.

The venture, to be called Elmet Engineering, is unusual not merely because it brings together eight companies from five nations, but because it will be paid for by Soviet customers not in cash, but with steel products.

The net result of all the efforts would be a \$181bn increase in consumer goods production - now about \$250bn - this year and a \$200bn increase in 1990, she said.

IMF rebukes Italy over reform of finances

By John Yates in Rome

THE ITALIAN Government and Parliament was yesterday reproached by a team of inspectors from the International Monetary Fund for wasting another year in the task of reforming public finances.

Their report warns that there is virtually no scope for further delays of corrective policy action in the Italian economy if the country is to avoid higher inflation, declining competitiveness and a seriously deteriorating trade balance.

It stresses that the "determined and effective implementation" of the budgetary reform plan prepared by Mr Giuliano Amato, the Treasury Minister, "is a necessary condition for the success of Italy in the single European market."

However, the report affirms that the Government has made no real progress in achieving the plan's step-by-step objective of stabilising total government expenditure as a percentage of gross domestic product by 1992. Nor, on present trends, does the IMF see much improvement this year.

Monetary tightening could boost demand by adding to disposable incomes and strengthening consumption (through higher interest payments to private holders of government debt) while also attracting higher capital inflows and pushing the exchange rate upwards.

Sweden returns to national pay talks after six years

By Robert Taylor in Stockholm

NEGOTIATIONS WILL open soon on a national wage agreement to cover most of Sweden's 1.3m blue-collar workers in the private sector employed outside the engineering industry. The aim is to reach a deal within the next three weeks.

This follows yesterday's decision by the executive committee of the LO blue-collar union organisation to give the go-ahead to Mr Stig Malm, their president, to hold talks with the country's main employers body, SAF, on a central pay agreement.

The white-collar unions are also likely to join in the negotiations with the expectation of a central agreement by early spring.

Some economists said yesterday that after a period of intensified competition, when banks had been forced to raise rates for fear of losing ground to their rivals, the best rate had now moved back into a closer relationship to money market rates, and was likely to follow their evolution more closely.

Sidelined Treasury chief steps down in Turkey

By Jim Hodgson in Ankara

TURKEY'S Treasury chief, Mr Yavuz Canevi, stepped down yesterday out of growing frustration at being excluded from economic policy-making, particularly monetary control.

Mr Canevi's replacement will be announced in February 1. In the interim, his duties are being assumed by Mr Namik Kemal Kilit, the deputy Treasury under-secretary.

BT and Racal in talks on car phone consortium

By David Goodhart in Bonn

BOTH British Telecom and Racal have confirmed they are holding talks with West German car makers - Daimler-Benz and BMW respectively - about forming separate consortiums to bid for the car phone system which will compete against the West German Bundespost from 1991.

Both Daimler-Benz and BMW have been putting considerable resources into car electronics in recent years and do not want to be excluded from the car telephone market. Other German companies believed to be interested in bidding bids for a licence are Mannesmann, the printing company, and Allianz, the insurance group.

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AMERICAN NEWS

Fiscal drag and flexible freeze behind Bush budget
Peter Riddell looks at the new Administration's strategy for cutting the deficit without raising taxes

PRESIDENT George Bush plans to introduce his revised budget by February 9, when he intends to address a joint session of Congress. But the outlines of the new Administration's strategy are already clear. The approach has been set out by Mr Richard Darman, the director of the Office of Management and Budget whose nomination was approved yesterday by a Senate committee, and by other senior administration members. In essence, the Bush Administration intends to reduce the federal budget deficit by relying on the benefits of fiscal drag - that is, the tendency for tax revenues to rise faster than inflation in a growing economy - and on holding spending broadly level in real, inflation-adjusted, terms - the flexible freeze.

for cutting the deficit without raising taxes. The starting point is the Gramm-Rudman target for fiscal 1990, starting on October 1, of a deficit of \$100bn (\$57bn). The Reagan Administration estimated that on current trends the deficit would be just over \$125bn, while the Congressional Budget Office projected a deficit of \$141bn for fiscal 1990. The difference reflects what many economists and congressional leaders regard as the over-optimistic growth (3 per cent-plus a year) and interest rate projections of the administration. Mr Darman has said his "very strongly" suspects that at this stage the new administration will stick with the Reagan assumptions and not revise them until the normally scheduled time in June/July. However, with a candour which the British Treasury might copy, he cast doubt on the value of precise projections and suggested that it would be more useful to have a range of economic assumptions. Virtually everything except social security is on the table for review, Mr Darman told the committee yesterday. In particular, the proposed real increase in defence spending proposed in the Reagan budget of January 1989 is expected to be cut substantially, while Mr Bush talked in his inaugural address of a reallocation of spending.

O bvious priorities are education, the homeless and child care, though extra money is likely to be limited, with the self-proclaimed "education president" leading more by example than expenditure. However, as Mr Leon Panetta, the impressive new chairman of the House Budget Committee, pointed out last week, "all of this up and it doesn't add up. Compromises will have to be made, but that should not be viewed as failure." In contrast with the confrontational relationship between the White House and Congress for much of the Reagan era, the current talk is all of bipartisanship and extended hands between the executive and the legislature. President Bush meets leaders of the Democrat-controlled Congress for a first formal meeting today to explore such an approach. In practice, what is different is that Mr Bush accepts that he will have to do a deal at some stage with the congressional leadership rather than override it as Mr Reagan did in 1981. If agreement is not reached, the procedures to sequester funds automatically to reduce the deficit will come into force in October. Mr Darman described sequestration as an unattractive alternative, because half the money would have to come from the defence budget and because "it would be an extremely bad signal for financial markets". Democrats in Congress would object to sequestration because it would fall heavily on programmes affecting children and the poor. The option of raising taxes appears to have been ruled out for this year - at least in terms of the "duck test" of what the public generally regards as a tax increase, leaving aside the continuation of existing taxes, such as on telephone service, and changes of definition with limited revenue impact. Any other course would undermine the new president's political credibility, given his repeated campaign pledge of "no new taxes". Hence, on both sides, a budget compromise is preferable. For Mr Bush, a budget agreement would prove that he can show leadership even when faced with a Democratic Congress.



Managua's shoppers face inflation of up to 50,000 per cent

Nicaragua enters realm of economic experimentation

A RUEFUL joke that has recently found a new lease of life in Nicaragua, is that "the light at the end of the tunnel is coming from the end we came in at". After nearly 10 years in power, eight years of war, five years of economic sanctions and several natural disasters the Sandinista Government has reached a dead end. It has already begun retracing its steps over much of what has been painstakingly pieced together in the name of revolution to salvage what it can. Hyperinflation, a result of defence spending financed by printing money, has crippled Nicaragua's economy. In a dramatic U-turn one year ago, the Government threw all the textbook remedies at the twin fiscal and balance of payments deficits that were causing the country's economic instability. Demand was screwed down, government spending slashed, subsidies suspended, exchange rates realigned, price controls lifted and interest rates raised sharply. Government planners then looked on in horror as the inflation rate got worse, the two deficits widened further, and a slump was precipitated which has been unprecedented in Nicaragua's history. Trying to put an exact figure to Nicaragua's inflation rate, is an exercise in creative economics. A reasonable guess might be in the region of 50,000 per cent for 1988, although the latest government figure is 25,000 per cent and has been repeatedly contradicted. Average incomes can buy only 50 per cent of even this basic basket. Perhaps not surprisingly, the key government officials responsible for the debacle have become notoriously difficult to reach for an official explanation. However, some reasons are immediately apparent. The deflationary recipe to quench excessive demand, using the standard IMF-type package, has been carried out without the corresponding major influx of foreign finance associated with such a package. According to Mr Amara Barahona, the director of economic research at Indes, a Jesuit-run social studies centre in Nicaragua: "This economy cannot now get off the ground without a major inflow of foreign capital resources." He believes that the Government's present course is heading it towards economic and political collapse. Trade union resistance to the recessionary measures has been almost non-existent, cutting the slump to go much deeper than it might otherwise have done. (The trade union movement in Nicaragua is heavily dominated by the San-

dinista party.) The effect has been to dry up demand far in excess of the need to match supply constraints created by foreign exchange shortages. Regular devaluations have meanwhile fuelled cost inflation due to the high import content of many locally manufactured products. Mr Felix Contreras, a leading member of Nicaragua's Association of Economists, and a Government sympathiser, says: "The restriction of demand has gone too far. The measures might have worked in a country like the US but structural weaknesses in the economy here have prevented the measures from being effective." Possibly one of the principal factors contributing to the policy failure is the Government's continuing high dependence for revenue on consumer taxes (80 per cent comes from petrol, cigarettes, alcohol and beer and soft drinks). Government income has slumped with the overall slump in demand. Last year's fiscal deficit was the biggest in Nicaragua's history at 27 per cent of gross national product and 51 per cent of government spending. Further cuts this year, and a continuation of deflationary measures announced last week, seem set to repeat the error. As the Government appeals for unity the opposition is limiting to confront it. Emigration is reaching alarming rates. Almost anyone it seems with the \$1,500 to buy an illegal entry into the US is contemplating the move. Crime rates have shown a dramatic rise. The problem now, with inflation out of control, production falling and both Keynesian and monetarist solutions having been tried and failed, is that there are few precedents as to how to proceed. Nicaragua has entered the ethereal realm of experimental economics. But President Daniel Ortega's room for manoeuvre is now extremely narrow. Without a convincing political settlement with both the US and the opposition, which might attract an inflow of foreign finance, any new economic measures now seem to be doomed to failure.

Court rejects affirmative action law

THE US Supreme Court, in a big defeat for civil rights groups, yesterday struck down a local law that set aside contracts for businesses run by members of racial minorities. Reuter reports from Washington. The 6-3 decision declared unconstitutional a requirement in Richmond, Virginia, that construction companies must subcontract at least 30 per cent of their city contracts to minority-owned businesses. The decision has far-reaching implications, as hundreds of state and local governments have "set-aside" programmes similar to the one in Virginia. The ruling underscored the fears of civil rights groups that the court tended to view many "affirmative action" programmes designed to help minorities as reverse discrimination against whites. The decision was a victory for the Reagan Administration, which had argued against the programme. At issue was a five-year programme on building projects. Justice Thurgood Marshall, the only black ever appointed to the Supreme Court, issued a strongly worded dissent saying the decision marked a full-scale retreat from the court's commitment to equality of economic opportunity. He was joined by the court's other liberal members, Justices William Brennan and Harry Blackmun.

Bush panel to consider tighter laws on ethics

By Lionel Barber in Washington. PRESIDENT Bush plans this week to appoint a commission to study how to tighten ethics laws governing senior Administration officials and members of Congress. Mr Bush intends to show that he will not tolerate the kind of lapses in the Reagan Administration which saw more than 100 officials, including Mr Ed Meese, the Attorney General, leave the government under ethical clouds. By focusing quickly on ethics, Mr Bush hopes to complete the separation from the relaxed Reagan years, a point he stressed yesterday when he declared that the lights in his White House will "burn brightly well after dark". The commission will include Republicans and Democrats. Several reported recruits, such as Mr Lloyd Cutler and Mr Griffin Bell, served under President Carter. The panel will report within 30 days, when the administration plans to propose legislation. Mr Bush seems to have two goals in mind when appointing a bipartisan commission - the first being his desire to stress co-operation with the Democratic-controlled Congress. But he also wants to ensure that ethics legislation applies to Congress as well as the executive branch. Congress, meanwhile, is preparing to revive an ethics bill which President Reagan vetoed last year. The bill would have tightened restrictions on lobbying by former government officials and members of Congress, but Mr Reagan argued that it would have made it more difficult to recruit good people to Federal jobs.

Amnesty hits at Brazilian justice

By Ivo Dawnya in Rio de Janeiro. LAND disputes in Brazil claimed the lives of 90 rural workers last year, Amnesty International claims in a report published this week. The disputes have caused 1,000 murders since 1980 but there have been only three convictions, the report adds. Mr Oscar Correa, Brazil's Minister of Justice, yesterday conceded the number of killings was probably far higher. According to the Amnesty report, "Brazil - Open Target for Assassination; a policy of negligence", failure to prosecute gunmen could be linked to government collaboration. Mr Correa said: "The assassinations in land conflicts cannot be 90, but 9,000." His reaction suggests criticism of law enforcement may have provoked a more self-critical Government stance.

Premier of Grenada loses post as ruling party head

By Canute James in Kingston. The NNP was a hastily arranged coalition which won a general election in 1984, a year after a US invasion toppled the military junta which had taken power after the assassination of Mr Maurice Bishop, the Prime Minister. Mr Blaise has since been troubled by discussion, with leaders of two of the three factions leaving to form another party. Mr Blaise has also suffered poor health and has travelled regularly to the US for medical attention. He is not expected to step down voluntarily as Prime Minister and could be faced with a vote of confidence in parliament. The loss of the leadership of the ruling party may also force him into bringing forward a general election which is due in the next 12 months.

Foreigners lift investment in Venezuela

DIRECT foreign investment registered in Venezuela reached \$2.15bn at the end of last year, up 20 per cent, according to the Government's Superintendency of Foreign Investment (Slex), writes Joseph Mann in Caracas. Last year's increase of \$58m in foreign investment consisted mainly of reinvestments of retained earnings and similar operations carried out by foreign industrial concerns already established in Venezuela, according to Mr Juan Carlos Perez-Segura, the head of Slex. Slex also said that the Government has approved or pre-qualified debt-equity swap projects worth \$450m, and given a green light to 106 projects in debt conversion worth \$157m. Swaps involve the purchase of Venezuelan Government foreign debt at a discount and subsequent investment of the local currency value of the debt in Venezuela.

Interior values.

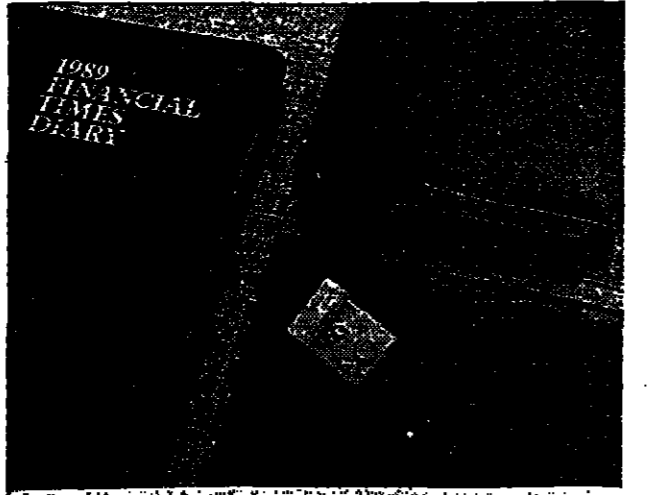
Whilst Italians wouldn't agree that all suits are the same - and why should they, after all Italian suits are probably the best in the world - they certainly would agree that in banking it's what lies behind these pin-stripes that makes the difference. Especially so in their own country, with its many-sided economy and range of cultures. In Italy Credito Italiano has earned itself the affectionate nick-name of "La Banca in doppiopetto grigio". (Loosely translated, "The bank in the pin-striped suit"). So, as the name implies, we are strong, professional and reliable. But behind the serious facade we're also friendly, young at heart, dynamic and very adaptable. Founded 118 years ago, Credito Italiano today has nearly 500 branches in Italy alone, but more importantly, we are the number one Italian bank in terms of geographical distribution of our branches. So we really know what we're talking about on our home ground. But we're also at home all over the world, with a direct presence in the main financial centres and our global network of correspondent banks. We were the first Italian bank to open in London, and our branch is now the point of reference for lira exchange deals. Our experience is enormous and is growing all the time. To operate successfully in Italy you need a strong, knowledgeable and adaptable partner. At Credito Italiano we're ready and waiting. Whatever your size or wherever you are, we'll give you the personal attention you're looking for.



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WORLD TRADE NEWS

Hyundai to contest EC container traffic levy

By Kevin Brown, Transport Correspondent

HYUNDAI Merchant Marine, the South Korean shipping line, is to appeal to the European Court against the imposition of a 25 per cent levy on container traffic between the European Community and Australia.

Hyundai said in a circular to shippers that it was withdrawing from the Europe-Australia trade immediately, but would restart services if the court were to rule in its favour.

The levy was imposed by the EC Council of Ministers after an investigation by the European Commission of allegations by rival shipping lines that Hyundai was benefiting from unfair government subsidies.

The decision marked the first use of penal duties to combat alleged unfair pricing in a service industry, and the first use of a regulation against alleged unfair price-cutting in

the shipping industry.

Hyundai has always maintained that its pricing policy is commercially justified. It claims the imposition of the levy is an attempt to force South Korea to amend domestic legislation on subsidies.

The complaint against Hyundai's pricing structure was made by the eight EC shipping companies which are members of the Australia Conference that co-ordinates services and prices.

Hyundai's claim that it is fighting for open competition in a free market is supported by European shippers' organisations, which have benefited from the company's low freight rates.

Mr Jack Welsh, director of the British Shippers' Council, said some European exporters would now have to choose whether to withdraw from the Australian market, or to

absorb the higher costs of one of the conference shipping lines.

"It is astonishing that, while the complaining lines who claimed injury continue to trade with fully laden south-bound ships and rising prices, the alleged aggressors are forced to withdraw their service and their customers lose export business," Mr Welsh said.

However, it has also emerged that an alternative low-cost Europe to Australia service is being established by Sofrana Line, initially using a single ship starting from Felixstowe.

Sofrana operates in the South Pacific, where it has a slot chartering (container space) agreement with Hyundai's Pacific services. It was not clear what part Hyundai had played in the establishment of the new service to Australia.

Brussels to seek talks for ending meat row

By Tim Dickson in Brussels

THE EUROPEAN Community yesterday indicated its eagerness to explore all possible means through peaceful negotiations before embarking on a new round of retaliation in the transatlantic dispute over hormones in US meat exports.

Foreign ministers of the 12 EC states, meeting in Brussels, decided not to put into effect new trade sanctions against the US at least until after their next regular monthly session on February 20.

The move provides a short breathing space in the hostilities, and means that both sides will be looking to the forthcoming Council of the General Agreement on Tariffs and Trade (GATT) on February 8 to unblock the current deadlock.

The EC in particular is seeking GATT condemnation of Washington's action on January 1, when it imposed 100 per cent duties on almost \$100m of annual European food imports, itself a reaction to the EC's ban on \$100m of hormone-treated American beef.

The foreign ministers yesterday invited "the new US administration to suspend unilateral measures in the meantime".

The officials presented their new decision as being at once tough and conciliatory, stressing that "the countermeasures will be put into effect unless there is satisfactory progress in GATT or in bilateral negotiations with the US".

The fact that the foreign ministers did not set a specific date for exacerbating the dispute was seen by some observers as what could be a significant softening of the EC's hitherto resolute approach.

While agreeing to "take stock of the situation at its session on February 22", the Council approved the revised list of retaliatory measures by the EC.

These consist of raising customs duties to 100 per cent on walnuts in shell and certain dried fruit (apricots, peaches, prunes, apples, pears, pawpaws, and fruit salads).

US switches on TV of the future

Louise Kehoe on plans for investment in high-definition television

URGED on by their supporters in Congress and the Administration, a US electronics industry group last week announced plans to develop a detailed proposal for the formation of government-backed industry consortia to develop High Definition Television (HDTV) technology.

The industry group, sponsored by the American Electronics Association, includes representatives of 17 companies ranging from the computer giant International Business Machines to small specialist companies. Over the next two months, it will prepare a "business plan" for HDTV consortia. The plan will be, in effect, an investment prospectus, through which it is hoped that several US companies as well as the Federal Government will be drawn to invest in a partnership that will develop HDTV technology and manufacture HDTV products.

High definition television is the technology behind the TV set of the future - larger screens, sharper pictures and a shape closer to that of the cinema screen than the present squarish box. Some people say it is still years off, with three standards competing for acceptance - US, Japanese and European. The Japanese want to move ahead with HDTV, but the Americans and the Europeans advocate an evolutionary approach moving towards better pictures in a number of stages. The winners are still uncertain.

There is growing enthusiasm in Washington for some form of concerted effort to win a place for US companies in the anticipated \$40bn market for this new generation of television technology. This is based on the belief that HDTV represents a unique opportunity for the US to re-enter the con-

sumer electronics field, bringing benefits to all sectors of the electronics industry.

"The future of US electronics is what is at stake," Congressman Norman Lent, a New York Republican and member of the powerful Energy and Commerce Committee, declared at a recent consumer electronics industry meeting. "There is a growing consensus that HDTV is vital to our national economy and security."

"The US Congress is not going to want to see America left out of the creative origination of the next generation of television technology," Congressman Don Riddler, co-founder of the Congressional caucus on HDTV added.

The lawmakers' comments reflect the influence of a determined lobbying effort by US electronics executives over the past six months. As a result of these efforts, HDTV has become the new focus of the debate over US international competitiveness.

"High Definition Television means significantly more than entry to a lucrative new market and it is more than just a new type of television," explains Richard Iverson, President of the AEA, a 3,500-member trade group that has led the campaign.

"The semiconductor chips that will be required in these new television products will utilise the same technology as

that needed for advanced computers, telecommunications systems, and defence systems, to name but a few.

"Should the research and development of HDTVs be in other countries, so too will the expertise that will develop and produce its components and allied products. This all means jobs, but it also means competitiveness."

While many aspects of the industry proposal have still to be worked out, what its planners have in mind is a limited partnership that would develop HDTV products and then manufacture them, for profit, on a

large scale.

The purpose of this partnership, according to Pat Hill Hubbard, the AEA's vice-president, will be to "capture or assist in the capture of a majority of the hardware markets associated with an anticipated US high-definition television business."

Only through such a collaborative effort will US industry win a share of the HDTV market, industry officials claim.

"Our industry has been devastated over the past 20 years by unfair trade practices that have eroded profit margins, making it impossible for any single company to make the investments required to enter the HDTV market," says a spokesman for Zenith Data Systems, the sole remaining US-owned television producer,

Source: Projection prepared for AEA by ESI Management.

US TV RECEIVER MARKET - FORECAST					
	1990	1995	2000	2005	2010
Standard sets - units (m)	22.9	22.3	14.7	8.2	4.2
- value (\$bn)	8.7	9.8	5.8	2.9	1.3
HDTV - units (m)			1.0	8.0	13.0
- value (\$bn)			1.0	8.1	9.7
HDTV - units (m)				1.0	6.7
- value (\$bn)				0.1	5.4
Total US units - (m)	22.9	22.3	24.7	25.9	27.2
Total US market value (\$bn)	8.7	10.9	15.2	17.1	13.3

Turkish glass-maker to expand

By Peter Montagnon, World Trade Editor

TRAKYA Cam Sanayii, the Turkish glass-maker, is planning a \$142m expansion project which will allow it to double exports to 180,000 tonnes a year and turn it into one of the largest float glass producers in Europe and the Middle East.

The expansion will be carried out with the help of Pilkington of the UK and Toledo Engineering of the US, and is being financed in part by the International Finance Corporation, the World Bank affiliate

which channels funds to the private sector.

It involves the installation by 1991 of a second float-glass line at Trakya's plant 150km from Istanbul. This will also permit local manufacture of coloured float glass, a product which Turkey now has to import.

IFC said it is to provide loan finance worth \$50m as well as equity funds of \$3.9m for the project. Of the loan finance,

\$20m will take the form of a subscription to a syndicated credit being assembled by Germany's Bank fuer Gemeinwirtschaft, Credit Suisse, Morgan Guaranty and Austria's Leanderbank which will fund the bulk of the project's foreign currency needs.

Turkiye Is Bankasi, one of three shareholders in Trakya alongside IFC and the Sise Ve Cam glass concern, is arranging separately local currency finance equivalent to \$15.7m.

Egyptair orders three Airbus

AIRBUS Industrie has announced that Egyptair, the Egyptian state airline, has ordered three A320 jets with an option to buy three more, Reuters reports from Paris.

Egyptair has already bought eight Airbus A300s, and it placed an order in August 1988 for two A300-600R jets. Airbus said deliveries of its latest order will begin in 1990.

Firm sales of the A320 airliner now number 451, from a total of 24 airlines.

Record Japan steel imports

By Michio Nakamoto in Tokyo

ROLLED steel imports by Japan in 1988 rose 42.5 per cent, compared to the previous year, to a record high of 6.32m tonnes, according to the Japan Iron and Steel Federation. It attributed the increase to buoyant domestic demand and the lower price of imports due to the sharp appreciation of the yen against the dollar.

Domestic consumption of rolled steel last year is estimated to have risen 9.7 per

cent to a record 67.7m tonnes, largely as a result of a significant increase in capital spending by major corporations.

Meanwhile, domestic crude steel production advanced 7.3 per cent to 105.67m tonnes, rising above the 100m-tonne mark for the first time in three years. Also last year, exports of all types of steel declined 8.6 per cent to 23.47m tonnes, while their value increased 21.6 per cent to \$2.8bn due to the sharp rise of the yen.

While agreeing to "take stock of the situation at its session on February 22", the Council approved the revised list of retaliatory measures by the EC.

These consist of raising customs duties to 100 per cent on walnuts in shell and certain dried fruit (apricots, peaches, prunes, apples, pears, pawpaws, and fruit salads).

Gulf states press for EC liberalisation accord

THE six-nation Gulf Co-operation Council yesterday stepped up its diplomatic campaign to persuade a reluctant European Community to negotiate a trade liberalisation pact, writes William Dawkins in Brussels.

Mr Abdullah Bishara, GCC secretary-general, met the

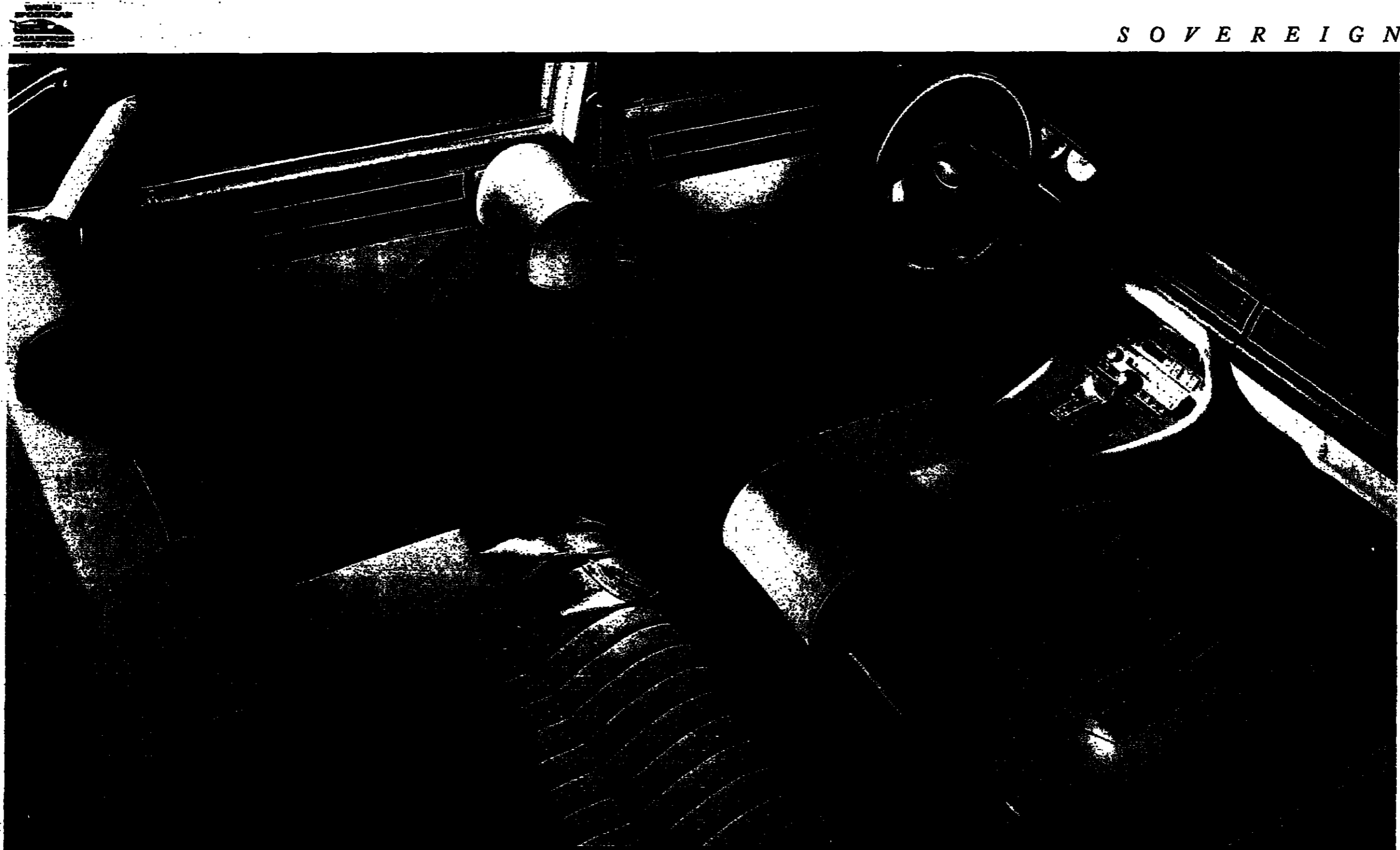
three European Commissioners responsible for industry, Mediterranean relations and energy. He urged the Commission to start talks on extending duty-free access to all GCC exports to the EC, including petrochemical products.

About 95 per cent of GCC exports to the Community

enter free of duty. But the member states with the largest petrochemical industries are unwilling to drop tariffs on the sensitive petrochemical goods included in the remaining 5 per cent and surrender this protection against low-cost Middle Eastern competition. Yet the EC has an incentive to open

trade talks with the Gulf so as to improve access for its own exports there.

One solution being canvassed in parts of the Commission is a step-by-step trade liberalisation, with safeguards to protect EC petrochemical producers if Gulf imports passed certain levels.



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UK NEWS

Dairy Crest to buy Unigate milk businesses

By Lisa Wood

UNIGATE, one of Britain's biggest home milk delivery groups, is selling nearly half its liquid milk business to Dairy Crest, the wholly owned subsidiary of the Milk Marketing Board, for £125m.

As part of the deal Unigate will acquire Dairy Crest's butter and milk powder creamery at Chard, a business valued at about £22m.

The deal will reduce Unigate's share of the liquid milk market - which includes doorstep milk deliveries and sales to supermarkets - from 22.7 per cent to 12.4 per cent and lift that of Dairy Crest from 6 per cent to 16.3 per cent.

Unigate yesterday denied that the deal was a defensive move, although it emphasised that the sale would strengthen earnings per share.

Unigate's mixed results in the past few years have given rise to some speculation that it may be subject to a bid. In the half year to October 1 the group, which owns the St Ivel and Shape brands, made taxable profits of £43.5m, a rise of 8 per cent on the same period the previous year.

It emerged recently that Mr

Larry Goodman, the Irish entrepreneur, had built a 7.9 per cent stake in Unigate while, earlier this month, Avonmore Creameries, an Irish co-operative, informed Unigate that it held a 2.1 per cent stake.

It has been suggested that Mr Goodman would be interested in parts of Unigate should a third party mount a bid.

Mr John Clement, Unigate's chairman and chief executive, said the Dairy Crest deal underlined Unigate's commitment to focusing its operations in growth sectors within its core businesses of food and distribution services.

The deal will reduce the proportion of Unigate's operating profits attributable to liquid milk from about 30 per cent to 20 per cent.

Dairy Crest is acquiring seven processing plants and 69 distribution depots. These businesses will be integrated with Dairy Crest's existing Dairies Group.

Dairy Crest was incorporated in September 1987 as a separate commercial organisation to the Milk Marketing Board. *Lex, Page 16*

The punter who lost on Japan

Stephen Fidler and Norma Cohen look at Terry Ramsden's career

For those who view the City of London as little more than a casino, the two dominant interests of Mr Terry Ramsden (right) - horse racing and international finance - seemed to have a natural fit.



Described in 1986 as one of the leading British racehorse owners with victories in the Coronation Stakes at Ascot and the Irish 2,000 Guineas to his name, he had almost 80 horses in training. The Racing Post described him as "the biggest punter in the history of the turf and the biggest British-based racehorse owner."

Yet according to Jockey Club, last year he disappeared from the register of owners. The word was that he had been forced to sell his string of horses because of losses suffered during the stock market crash in October 1987.

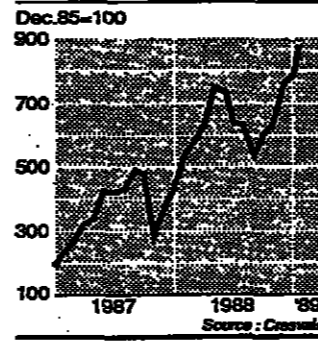
In the City, Mr Ramsden - who passed his 37th birthday last week - was perhaps best known for his role in trading Japanese equity warrants, which is denominated in US dollars, is the potential for large movements in warrant values when there are smaller movements

of the underlying shares. When stock markets fall, equity warrants fall even more dramatically. Mr Ramsden described himself before the October 1987 stock market crash as "the largest player by a long, long way."

Glen International, Mr Ramsden's investment company, has posted substantial losses, according to accounts. In these documents, auditor Neville Russell said it could not determine, because it lacked the necessary information and explanations, whether Ramsden's dealings with Glen - said to amount to £34m - complied with the Companies Act.

The Department of Trade and Industry has been investi-

Japanese equity warrant price index



gating the company since last May. According to the Observer newspaper on Sunday, the newly-established Serious Fraud Office has taken over the investigation. A spokesman for the Office, which deals with frauds amounting to more than £1m, would make no comment.

The Bank of England is also believed to have asked potential lenders to see if exposure to Mr Ramsden's companies raises any prudential concerns.

Mr Ramsden could not be traced for comment and the telephone number of his company, Glen International, was unobtainable.

Assessed at one time as being one of the 100 richest individuals in Britain, Mr

Ramsden operated on the fringe of the City and was widely regarded as an outsider. The son of a postman, his wealth was self-made.

At one time he was director of 22 companies. He started working on the London Stock Exchange in the 1970s in the settlements and clearing area and subsequently traded foreign stocks, particularly Japanese, for a now-defunct stock-broking firm. He worked for Greavale, a firm which specialises in equity-related securities, briefly in 1980 and later joined the stockbroker, T.C. Coombs, which he left to set up his own business.

He developed some notoriety in Japan by buying large blocks of warrants in Japanese companies. For example, he acquired a large stake in the world's top bearing manufacturer, Minebea and played a part in a hostile takeover attempt which failed.

In 1985, he was involved in litigation with Tokyo Sanyo Electric Company, claiming that the company had issued misleading facts related to foreign debt and shareholders' participation.

Last May in the UK, he was cleared of evading payment of £36,000 Value Added Tax in a case, which was described as a show trial. "If my name had been Fred Bloggs, we would not have been in court."

Hospitals ready to weigh up options to ease debt worries

By Alan Pike, Social Affairs Correspondent

ST JAMES'S University Hospital at Leeds, in the north of England, the largest hospital in Europe, at present treats 600 children suffering from cancer with about 90 new cases joining its lists each year. Up to 90 per cent of these young patients come to St James's from outside its Leeds Eastern health district.

These figures help to explain why, when next week's Government review of state-controlled health care is published, many doctors and hospital managers around the country will scan the index eagerly to see whether it contains proposals for hospitals to opt out of direct health authority control. It is likely that it will, although the detail of how opting out will work will be all-important.

Mr Ian Donachie, general manager of St James's, says the high proportion of children from outside Leeds who receive treatment for cancer-based conditions at the hospital is similar in many other specialist areas. And the position is made even more acute by the fact that many other teaching hospitals.

It is a long-standing grievance of teaching hospital doctors and managers that, because of the specialist facilities they provide, they draw a high proportion of patients from outside their own health districts. The hospitals have to treat a more complex - and consequently more expensive - case mix than other hospitals.

The sense of grievance comes not from having to do the work, but from the belief that teaching hospitals are not paid adequately for it. Mr Donachie calculates that St James's would receive an extra £4m-£5m a year if it were properly rewarded for the complex work with children suffering from cancer and major spinal disorders, liver disease treatment and other expensive facilities which it provides.

If the Government's proposals make it easier for teaching hospitals to recoup the full cost of such treatment some are likely to be among the first candidates to run pilot projects in opting out.

"We do not yet know how opting out is likely to be set up and would have to look at the fine print before coming to any conclusion," said Mr Donachie. "But we do have an accumulating debt problem arising from the provision of complex specialist services to people outside Leeds. We shall have to see whether opting out would help us address this problem."

Opted out hospitals would remain part of the health service, but would have greater freedom to raise funds and enter into contracts with health authorities and the private sector. It is likely that the Government will include in this the freedom to determine staff's pay and conditions outside the current national structure.

Some large hospitals would be expected to make the transition to opted out status with little delay. Gny's, the famous London teaching hospital, for example, has developed a self-contained management structure in which medical staff are closely involved in running the hospital. It could soon be cut loose from its health authority ties.

But many points of detail will need to be resolved before hospitals are likely to make decisions in favour of opting out. The specialists work carried out at teaching hospitals is by its very nature expensive. Would these hospitals attract all the work they currently undertake if they had to compete for patients under a market system? If they failed to maintain patient numbers, what implications would this have for their teaching function?

Opted out hospitals are among proposals intended to enhance choice within the National Health Service, and introduce elements of true competition.

The nodal point of these proposals is the internal market, a concept which has interested members of the Government health care review for the past 12 months. Such markets could be within or between health authorities, as well as involving the private sector.

Last year the House of Commons Social Services Committee examined the potential advantages and disadvantages of an internal market as part of its own review of the NHS.

It concluded that there was a case for experimenting with the idea but warned: "If the concept of the internal market is to be taken further, it will require to be very carefully planned, monitored and assessed to ensure that too high a price is not paid for its benefits."

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New rail link plan for east of London

By Kevin Brown, Transport Correspondent

A NEW rail link between central London and the Docklands area east of the city will be built if ministers can reach agreement with developers on financing, the Government said yesterday.

Mr Paul Channon, Transport Secretary, announced the formation of an East London Rail Study group to report by April on the best route for the line.

The study, by officials of London Regional Transport and the Transport Department, will look at a series of existing options for new lines, including possible extensions to the Jubilee and Bakerloo Underground lines.

It will also take into account proposals expected to be published later this week in a similar study into central London's rail needs, which is likely to include suggestions for improved access from east London.

The most likely scheme to get the go-ahead is a proposal by Olympia and York, the developers of a major Docklands site at Canary Wharf, for a fast rail link from Waterloo station to Greenwich via the Isle of Dogs. Olympia and York has offered to provide 40 per cent of the estimated £400m cost of such a scheme, but was unable to reach agreement with the Government and LRT as it tried to lodge a private Bill in the present session of Parliament.

Mr Channon wants negotiations completed in time to lodge a Bill in November, which would allow construction to start in 1991. The Government also plans to spend a total of £1.5bn on developing existing access to Docklands.

Airport firefighters to ballot on strike

By Jimmy Burns, Labour Staff

FIREFIGHTING staff are threatening a strike over pay and safety which could immobilise airports in England and Scotland next month.

The Institution of Professional Civil Servants, which represents most fire officers at seven airports run by BAA, including Heathrow, Gatwick and Frestwick, said it will organise a ballot on industrial action this weekend, with results expected in 10 days.

The ballot paper will ask fire officers to consider a three-staged campaign of protest, beginning with a work-to-rule and developing into a programme of three-day strikes.

Straw polls among the officers showed majorities of more than 80 per cent in favour of taking their first campaign of industrial action.

Only 70 to 80 officers are involved, but their presence at airports is required by the Civil Aviation Authority, the civil air regulatory agency, and any withdrawal of labour would force airports to close almost immediately.

The fire officers are opposing the decision by the BAA - formerly the British Airports Authority - to end central wage bargaining as part of its policy of devolving responsibility to its individual operating companies.

Most of BAA's 8,000 staff already bargain locally, and with the tacit endorsement of the unions. The fire officers argue, however, that they should be a special case. They claim that any break-up of the traditional negotiating machinery will undermine the career structures and safety by making it easier for smaller airports to reduce staff levels and pay.

Mr Bill Brett, general secretary-designate of the IPCS, said last night: "This is a dispute over a principle not over pay. . . . We believe that an emergency service is best provided on a national basis."

Mr Mike King, managing director of the BAA's airport division, said: "We cannot make an exception for 80 people out of a total workforce of nearly 8,000. . . . but rest assured that our standards of safety are paramount and will not be compromised."

PCs await judgement in hire purchase case

Addressing the jury, Mr. Creighton-Reed QC asked them to ponder the motives.

"In hiring, my client was admittedly motivated by financial gain - and knew full well that he could release valuable capital.

This, however, was but one reason for his actions.

On many occasions, he hired in order to accommodate periodic overloads - and on others, to evaluate new equipment.

Earlier this year, he drafted an entire vanload of PCs and ancillaries into a major exhibition - from which immense gain accrued to his Godfather, the chairman.

Stubbs claims that the ability to hire - at very short notice, and for any term from one day upwards - provides him with fixed costs, allows him to honour departmental budgets, and permits total flexibility.

(Indeed when, as referred to, he had to leave the country at short notice, he hired a lap-top for the purpose.)

Members of the Jury; there are as many cogent reasons for hiring micro computer equipment as there are ways in which a company can make more, while spending less.

In this, the last quarter of the Twentieth Century, it is, I submit, no crime to exploit them."



Stubbs: "Hired the hardware."



Smythe: "Believed he could buy anyone, anything."

Mr. Hamilton QC made a final address that was no less impassioned.

"Learned Counsel refers you to the motives for hiring - and his points are well taken.

Nevertheless, possession is 9 points of the law - so why should a man hire, when he may legitimately purchase?

Should he take the former course, will he not, from time-to-time, wish that this fine equipment was his own? Will not the phrase 'good money after bad' be evoked in his mind?

And should his chosen supplier be noted for its totality of service, will Smythe not draw comfort from knowing that most, if not all, of his resources are his own - to dispose of as he will?

Members of the Jury; while conceding that, from time-to-time, there may be just cause to hire, purchase is, on occasions, the solution of an honourable man.

I rest my case for the defence of purchase." As Mr. Hamilton sat down, the judge raised a quizzical eyebrow.

In the public gallery, a computer salesman grinned broadly.

And from the dock came a clearly audible whisper of "prevaricating old twit!"

Summing up, Mr Justice Harbottle told the jury that this was a finely balanced argument.

"On balance, therefore, I must direct you to the only source of truly unbiased judgement, to a place offering both options with equal discretion - a place, moreover, in which hire may, at any time, be cost-effectively converted to purchase.

A place, above all, in which every aspect of delivery, service, training and back-up will be executed with the utmost expediency.

Capital, capital. The court will now adjourn for luncheon."

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(FT24/1)



H&P

UK NEWS

Bank 'watching buy-out trend, but not worried'

By David Lascelles, Banking Editor

THE BANK of England is watching closely the growth of highly leveraged financial transactions and the exposure of UK banks to them. It sees no reason to be unduly worried at the moment, however.

While there had been a noticeable increase in the gearing of UK companies in recent years which carried its dangers, Mr Leigh-Pemberton also went out of his way to point up the benefits of leveraged buy-outs in certain situations.

British life groups 'lead in response to AIDS'

By Eric Short

UK LIFE insurance companies have responded more strongly to threats posed by AIDS (Acquired Immune Deficiency Syndrome) than those in most other countries, a senior official in the Government Actuary's Department said yesterday.

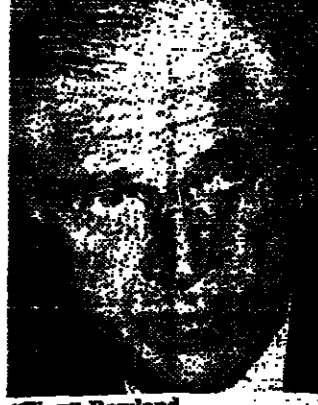
Appeal Court explains decision to reject House of Fraser ruling Lonrho claim 'without valid grounds'

By Raymond Hughes, Law Courts Correspondent

THE COURT of Appeal said yesterday that it had no hesitation in holding that Lonrho, the international conglomerate, had no valid grounds for challenging decisions made by Lord Young, the Trade and Industry Secretary, concerning the 1985 acquisition of House of Fraser, the Harrods stores group, by the Al Fayed brothers.

The court was giving its reasons for overturning last Friday High Court rulings that Lord Young must refer the acquisition to the Monopolies and Mergers Commission and reconsider his decision to defer publication of his inspectors' report into the acquisition while the Serious Fraud Office is deciding if it gives grounds for prosecution.

Lord Justice Dillon said he would like to see the public interest test in the early publication of the inspectors' report well beyond the "natural desire" of Lonrho and Mr "Tiny" Rowland, Lonrho's chief executive, "to lose and clear 'I told you so'".



"Tiny" Rowland. The conclusion that Lonrho has not made out a case that no reasonable Secretary of State could have refused to make a reference to the MMC.

Structural fault 'unlikely' in loss of merchant ship

By Kevin Brown, Transport Correspondent

THE LOSS of the British freighter Derbyshire, which sank with all hands in a Pacific typhoon, was almost certainly not caused by a structural fault, a public inquiry reported yesterday.

Mr Gerald Darling, the Wreck Commissioner, said the ship had been properly designed and built, and that the possibility that it sank as a result of hull weakness was extremely low.

Car output rises further on buoyant home demand

By Kevin Dore, Motor Industry Correspondent

THE RECOVERY in UK car production strengthened last year with a rise of 7.4 per cent to 1.23m, the highest level since 1977, although still well below the peak of 1.92m reached in 1972.

Car production, boosted by record domestic demand in 1988, was also helped by rising production at Nissan's 2810m car plant in north east England and by a virtual doubling at Peugeot's Coventry assembly plant.

British Coal seeks 1,300 more job cuts in England, Wales

By Maurice Samuelson

BRITISH COAL said yesterday it wanted 1,300 more redundancies in pits throughout north-west England, North Wales and the Midlands.

They are part of a rationalisation drive to cut by 20,000 the number of underground workers from the present 80,000 by the end of the next financial year.

The Corporation wants to avoid compulsory redundancies and hopes to meet the latest cuts with the inducement of enhanced severance payments over the next few months.

Workers at the 660-man Cynheidre anthracite mine recently voted to fight a management closure plan through the independent colliery review procedure. But the workforce has changed its mind and voted decisively against doing so.

Large advertisement for DEN DANS featuring a stylized logo and contact information for Frankfurt Branch.

Surveyors report fall in London house prices

By Andrew Taylor, Construction Correspondent

HOUSE prices in parts of London have fallen by up to 5 per cent in real terms since autumn, says a house price survey published today by the Royal Institution of Chartered Surveyors.

The institution, which interviewed 188 estate agents in England and Wales, said a lack of first time buyers had left the housing market bogged down, though inquiries from potential house purchasers had picked up since the New Year.

Welsh businesses in European link-up

By Anthony Moreton, Welsh Correspondent

THE WELSH Development Agency is to set up a match-making service to link companies with those in continental Europe as part of its drive to make businesses more aware of the 1992 single market.

Mr Gwyn Jones, chairman of the WDA, said the agency would act as a "source of information, a conduit. Then it is up to individual businesses to make the contacts."

Other sectors will follow subsequently and there will be a series of seminars on specific subjects. An information service is to be set up detailing aspects of European business and activity.

Advertisement for The Pierre New York, featuring a black and white photograph of the hotel entrance and descriptive text.

Personnel issues

A nightmare which must be confronted

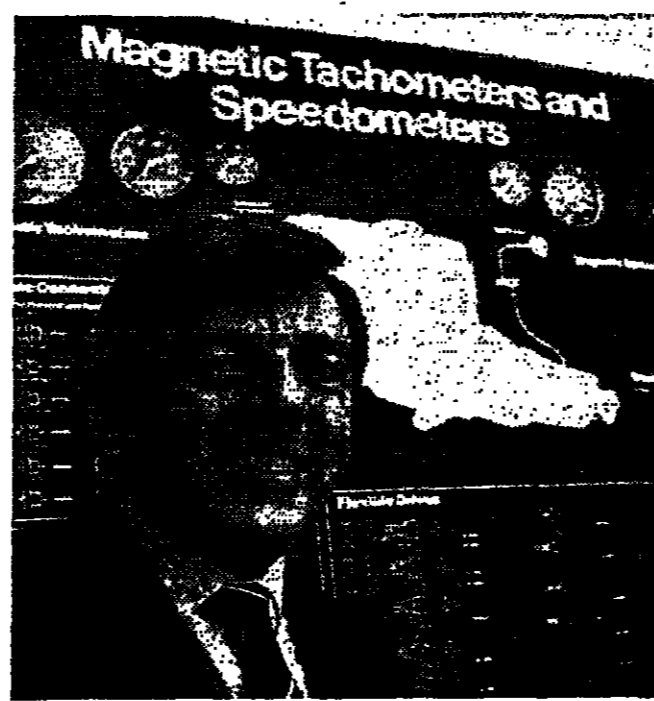
By Charles Batchelor

When Mike Oakley became managing director of Stewart-Warner Instruments, the company was making losses, relations between management and the 100-strong workforce were poor and the coffee machine, Oakley estimates, was 15 years old. Just over a year on and the company, whether it is an independent group or part of a larger organisation, often puts personnel matters way down his list of priorities. "Managers will spend hours poring over a proposal to invest £10,000 in a machine which will last three or four years but they spend less time thinking about employing people who will cost them much more and who could stay with the company for 10 or 20 years," says Chris Jones, a principal adviser at the Advisory Conciliation and Arbitration Service. Part of the problem is the complexity of legislation covering employment issues - at least six different Acts of Parliament cover issues such as equal pay, sex and race discrimination, and employment protection - and also the mountains of detailed paperwork. "The people who run small businesses are not administrators, they are engineers or designers," says Peter Moon, the consultant who advised Oakley. "When they have to deal with paperwork they don't understand they push it to the back of their desk." Dealing with the mass of administration that comes with handling PAYE, drawing up contracts of employment and laying down disciplinary and grievance procedures comes as a shock for the very small company and many do not expand beyond employing family members for this reason. "Getting involved in this for the first time for an employee is a nightmare," comments Stan Mendham, chief executive of the Forum of Private Business, which has 12,500 small business members. But it is a nightmare which small companies will have to confront in future as they battle against each other and their larger rivals for the dwindling number of new workers who will come on to the market in the 1990s as lower birth rates start to have an impact. The main problem for the owner/manager of a growing

company lies in recognising that the management style he adopted for dealing with his workforce in the early stages may no longer be appropriate. Close personal ties between the small business owner and his staff are an advantage in the early stages since both are strongly committed to the company's success. But as the company grows, these ties can stand in the way of proper personnel management. "When a company has fewer than 50 people the boss knows everyone," says ACAS's Jones. "Most companies of that size are not unions and the company is like a family. But once the company grows to 150-200 employees the boss can't cope, people are treated inconsistently and jealousies develop. The employees may say they want a union and the boss wonders what has happened to the happy family."

Because relationships between the boss and his staff are so close in the smaller company matters of discipline are often avoided until they become too obvious to ignore and the issue blows up. Mike Barnack, an industrial relations consultant, cites the case of a retailer who suspected that one of his three employees was taking money from the till but was unable to discover which one. Finally, the overworked shopkeeper sacked all three for suspected theft, giving them no opportunity to deny the charge or explain their actions. They reacted by taking the employer to an industrial tribunal alleging unfair dismissal and won £3,500 each in compensation. The combination of the awards and legal costs destroyed the business.

But it is not only in responding to crises that the growing company must have a well thought-out policy towards its employees. Sound personnel policies should permeate every aspect of the business. Recruitment must be organised so as to attract the right staff in the first place. Growing companies can ill afford the cost of finding and training staff who subsequently turn



Alan Harper: reacting quickly if the proposal is sensible

out to be unsatisfactory. "Small companies don't have large budgets for recruitment," says Moon. "They will put small, grubby adverts in the newspaper and hope to get high quality people." To keep people once they have been taken on companies must have a properly designed salary structure which reflects both the rates competitors pay and the role of the individual within the organisation. "When you have got 150 people you cannot just pay them on the basis of supply and demand," says Peter Barnet, head of Barnett Consulting Group. "I used a system I had learned at my previous employer. But if anyone queried my evaluation it was difficult for me to explain the reasons for my decision." He called in Barnet to devise a more objective evaluation scheme.

As the scope of personnel work grows it becomes too much for a hard-pressed manager or finance director to do alongside his other tasks. Hamilton Insurance decided that its 55 employees needed the services of a personnel manager. "She takes the burden off our shoulders and, because she specialises in this area, performs the job to a much higher standard," says Ferguson. Opinion differs on the size at which a growing company needs a full-time personnel specialist but most estimates range between 100 and 250 employees. "When you get to 150 people and your turnover is £3m or more the people question starts to become quite a big one," says Barnet. "Then you need a person on your payroll to deal with it."

But, whether a company decides it needs its own full-time specialist or retains a consultant to advise, the important thing is that it is aware of the personnel issue. "A company may be making money but it is building on shallow foundations if it hasn't got the people side right," warns ACAS's Chris Jones. Sometimes something as simple as an efficient coffee machine needs to be part of those foundations. USP&L READING: Employing People, The ACAS Handbook for Small Firms, from ACAS regional offices, Hiring and Firing, Employment and Disputes, Paying for Work, Health and Safety, Small Business Booklets, P. 10, £2.50. For names of local consultants contact the Institute of Personnel Management, 101, 103, 25 Camp Road, London SW19 4DU, Tel 01-898 9100.

Private investors

Not just a wing and a prayer

Charles Batchelor explores the role of "angels"

How does the smaller company raise finance when its banker and the venture capital industry have both said no? Increasingly, in Britain, small businesses are turning to the private investor as a source of finance. Six small business owners last week made their pitch to some 30 would-be investors at a meeting in London arranged by the Local Investment Networking Company (LINC), a business introduction service run by 13 enterprise agencies from around the country. In London meetings are held at the London Enterprise Agency. Dennis Foster outlines plans to expand Paper Tec (UK), his document shredding business, if he could raise a further £50,000. Foster took out an import licence for a range of West German-made shredders after spending several years selling copiers and then branched out with his own long-run shredder which he is now competing with office in the City, destroying sensitive documents for his customers.

All six businesspeople at the meeting made their 20 minute presentations and then take questions from the audience. The investors, mostly men, have either retired with a golden handshake, have sold their businesses and are looking for an alternative investment, or have highly paid jobs which have allowed them to save enough to back a venture of this sort. Some want merely to be passive investors while others want to play a part-time or full-time role at the company in which they invest, explains David Wood, LINC's general manager. Unlike conventional

providers of finance, the private investor will often take a longer term view of his investment, will not demand high fees to provide the finance and, unlike the banks, will not require the businessman to sign over his home and business as security. Paper Tec's Dennis Foster says afterwards that he was disappointed with his presentation because he found it difficult to gauge his audience. But six of the investors have given him their business cards and he has handed out two copies of his detailed business plan and promised two other people he will send one on later. Stephen Clark, who is a lay preacher as well as a businessman, has a polished, confident manner and backs up his talk with a video made in his company's own workshops. He is questioned, though, on how he intends to build a nationwide installation network for his equipment. In fact, says David Wood, investors appear not to let themselves be influenced by the quality of the presentation. David Rome, who has had only a few days to prepare his talk about Kneckerline, the

mail order service, has none of the visual aids which the others have brought along but three investors say they are interested. The questioning of the proposals is very mild - though doubtless the investors get tougher as they get closer to taking a decision on whether or not to part their money in - but Alum Bati's plans for Curatif provoked some disbelief. Some of the audience are sceptical that he could get the prime sites for the stores he wants for the money he has budgeted. Bati says he had previously approached half a dozen venture capital organisations for funds but was told they had no money left to finance start-ups. One venture capital group wants Curatif first to find a managing director. At present Bati is chairman in his spare time while the other directors all come from the design agency which has drawn up plans for the shops. David Rome has been in touch with venture capitalists and has also tried writing to a number of successful entrepreneurs to see if they will back the business; but nothing has yet resulted from these moves. David Lane of LINC says that on average two of the six businesses which are presented raise finance from the private investors. Sometimes though none is successful while one previous meeting produced backing for four of the businesses. Depending on how popular the business is it may take anything between 10 days and four months for the deal to be agreed between the investor and the company. Raising business finance from private individuals is still in its infancy in Britain though in the US "business angels" are estimated to have twice as much money available to invest as the professional venture capital industry. With the venture capitalists in the UK unwilling to provide smaller amounts of capital and the banks unable to provide equity finance the private investor could have a useful role to play. Contact: LINC at London Enterprise Agency, 4 Snow Hill, London EC1A 2BS (Tel 01-236 3000) or through local enterprise agencies.

The investors have either retired with a golden handshake; have sold their businesses and are looking for an alternative investment; or have saved enough to back a venture

providers of finance, the private investor will often take a longer term view of his investment, will not demand high fees to provide the finance and, unlike the banks, will not require the businessman to sign over his home and business as security.

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BUSINESS OPPORTUNITIES

Two Prime Hotel Sites For Sale: Rennes, Brittany. Both sites are part of a proposed new leisure/industrial complex of 150 acres on the Rennes ring road, and have outline planning permission for a 200 bedroom hotel. The first site stands next to the proposed SNCF station and has planning permission for a substantial conference centre, the second is alongside a proposed new theatre which will be the largest theatre in Western France. The developers of the new complex now wish to dispose of these sites. Box H4308, Financial Times, 10 Cannon Street, London EC4P 4BY

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Essex based Engineering Company. With well established product line, first-class under-utilized production facilities and strong financial position seeks contact with a company marketing sound products having good growth potential but lacking necessary capital and facilities for full exploitation. Primary interest in sheet metal fabrication and machining using C.N.C. methods. Genuine discussions with principals only please with view to co-operation/investment/merger. Box H4810, Financial Times, 10 Cannon Street, London EC4P 4BY

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1992 - PLASTICS? European Technology Consultants specialise in M&A in the Plastics Industry throughout Europe. They are in touch with many plastics (and other) companies available for acquisition. ETC can also assist clients with specific acquisition requirements. Contact: E.T.C. European Technology Consultants. Joan Marylewicz 22, 22-23 Ave. of our growth - our plans include diversification and acquisition. Tel: 0208-47745 Fax: 0208-29453

UK QUOTED PLC. Virtually cash shell, will relinquish shareholder and boardroom control to sound private company with good track record, making £2.5m net upwards. Genuine situation, so genuine enquiries only please, providing sensible preliminary information. Management Consultants Ltd, 18 Croftdown Rd., London N.W.5

STOCKBROKING. WALKER CRIPS WEDDLE BECK plc. Invite 1 or 2 Associates with high quality business to join an independent company where service to the client is paramount. Please contact: Mr Larry Byford, Chairman, Walker Crips Weddell Beck plc., Telephone 01-253 7302

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CAPITAL OR SLEEPING PARTNER. required for acquisition of small leisure business in Southern England. In response, please reply to Box F8646, Financial Times, 10 Cannon Street, London EC4P 4BY

BES ISSUES. If you own an expanding profitable business and want to raise up to £500,000 under the BES, call Angus Forrest for details on 01-251 9111. FIMBRA

MANAGEMENT EDUCATION & DEVELOPMENT. The Financial Times proposes to publish a Survey on the above on Tuesday March 28th 1989. For a full editorial synopsis and advertisement details, please contact: Jacqueline Keegan on 01-248-8000 ext 3740 or write to her at: Bracken House, 10 Cannon Street, London EC4P 4BY. FINANCIAL TIMES EUROPE'S BUSINESS NEWS PAPER

HARD TO BORROW? No Credit Check Guarantees Provided. We do not make loans Minimum \$100,000 5-20 years. The Funding Assistance Co. U.S.A. (212) 755-9400 Fax (212) 755-7339

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For further information contact Andrew Roberts at:

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The Joint Administrative Receivers, J B Atkinson and P H Bendall are inviting offers for the business and assets of a kiln and furnace manufacturer of international repute situated in the Potteries, Staffordshire.

- ★ 23,000 sq ft freehold factory
- ★ Annual turnover in excess of £600,000
- ★ Expertise in the following industries:—
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For further information please contact Joe Atkinson or John Horton, Spicer & Oppenheim, Newwater House, 11 Newhall Street, Birmingham, B3 3NY. Telephone: (021) 200 2211

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For further information contact the Administrative Receiver, Sue M. Watson FCA at: Amblecote Foundry Limited, Hendglade House, 46 New Road, Shurbridge, West Midlands DY8 1PY. Tel: 0284 393247 Fax: 0284 378410 or at Arthur Young, 3 Colmore Row, Birmingham B3 2DB. Tel: 021-233 4030 Fax: 021-236 0236

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A Patented Child Resistant Closure suitable for Pharmaceutical and Domestic containers. Samples and further information available on request. For further details please contact the Joint Administrative Receiver, R G Ellis.

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INTERNATIONAL TAXATION

The Financial Times proposes to publish this survey on: 21st February 1989

For a full editorial synopsis and details of available advertisement details please contact:

Jacqueline Keegan on 01 248 9000 ext 3740 or write to her at: Bracken House, 10 Cannon Street, London EC4A 3DF

FINANCIAL TIMES
CLAYTON'S BUSINESS NEWS

CELLULAR TELEPHONES

Airtime retailer/service providers licence for sale for cash. Principals only.

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Extremely profitable manufacturing business (automotive pressed parts) with over 20 products. Turnover scope for expanding existing and associated specialist markets. Turnover over £1m for current year. You won't be waiting your time but please don't waste ours.

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FOR SALE STEEL SECURITY CONTAINER MANUFACTURER

Very successful company located in Gloucestershire with substantial order book. Latest annual accounts show Turnover of £2.3m and Profit, before Tax and Directors' Emoluments, of £490k.

For further details write to: Box No. H4352, Financial Times, 10 Cannon Street, London EC4A 4BY.

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Marketing food packaging materials and machinery. Also with ongoing new product development. Annual turnover £300,000. Good scope for sale.

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Dual Registered Nursing/Residential Home for 47 residents. 27 single/10 doubles. T/O approx £480,000. Highly regarded and very profitable.

Price £1.5 million
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- ★ Annual billings approximately £3 million p.a.
- ★ Very profitable.
- ★ Immediate potential to expand business.
- ★ High cash generator.
- ★ Several locations.

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TELEX: 895 3748 • FAX: 01-831 1290

Electrical and Mechanical Engineers Uttoxeter, Staffordshire

The Business, business assets, goodwill and freehold factory of Electrical, Civil and Instrumentation Engineering (Midlands) Limited are offered for sale.

The company operates from freehold premises in Uttoxeter, Staffs, specialising in mechanical and electrical engineering to the electricity industry.

Annual turnover of £1.5 million.

For further details contact David R Wilson, the Joint Administrative Receiver, at Deloitte Haskins & Sells, 35 Newhall Street, Birmingham B3 3DX. Tel: 021-200-2828. Telex: 337839. FAX: 021-200-2829.

Deloitte Haskins & Sells

FOR SALE INDUSTRIAL MAINTENANCE CHEMICALS

A long established company engaged in industrial maintenance chemicals, detergents, hand cleaners and janitorial products.

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BUSINESS FOR SALE

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BY ORDER OF THE JOINT ADMINISTRATIVE RECEIVERS Stephen D. Swaden FCA and Michael J. Isaacs FCA in the matter of MAGNUM MACHINERY TECHNOLOGY LIMITED

Offers are invited for the assets and goodwill of this Company which supplies specialist CNC Power Bending Machines and Customised Control Systems.

Freehold factory and office premises are located at Brighthelm, Northampton, where a skilled workforce of about 20 persons is employed. Turnover is approx. £1 million and there is a substantial order book. Further details available from the Receiver.

Chartered Accountants
C/O Box 559,
20 Southampton Terrace,
London W2 6LF.
Tel: 0181 232 7700
Fax: 01773 6028 Ref. DM.

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FOR SALE TRANSPORT HIRE COMPANY

PLC subsidiary with comprehensive range of specially constructed/converted vehicles tailored to meet on location needs of film/TV industry. Being sold as going concern, no longer viewed as core business by parent.

Fleet is well maintained in good condition, with many recently purchased vehicles. Substantial forward order book (75% + already of budgeted 1989 turnover) from prime TV and film production units, and has excellent industry contacts. Net asset value around £0.5 million

Enquiries write Box H4344, Financial Times, 10 Cannon Street, London EC4A 4BY

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Located in West Sussex. Turnover approximately £1 million. Modern leasehold showroom, offices and stores. Retirement sale.

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London based windscreen co serving all areas within M25.

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Write Box H4334, Financial Times, 10 Cannon Street, London EC4A 4BY

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Net profit in excess of £250,000 vendor would consider share exchange with quoted plc as part consideration.

Write Box H4335, Financial Times, 10 Cannon Street, London EC4A 4BY

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M25 towns. Large units, Long Leases, Joint turnover £1,000,000

Write Box H4341, Financial Times, 10 Cannon Street, London EC4A 4BY

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- Broady Fabrications Limited based in Hull, close to M62 Motorway
- Specialising in stainless steel and copper fabrications
- Turnover of £500,000. Skilled work force
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For further details please contact the Joint Administrative Receiver Michael Hore or Ken Jones.

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Telephone 0532-459631 Fax 0532-452823
(Authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business)

Oil Storage Depot Nottingham

The business assets and goodwill of Colwick Petroleum Limited are offered for sale.

The company, which specialises in transporting petroleum spirit, gas, oil and Dexy by river from Nottingham to Nottingham, operates from 2 leasehold locations in Nottingham and has a storage capacity of approximately 3.95 million litres.

For further details, contact the liquidator, Hugh A Sinclair or Richard A B Siffle at Deloitte Haskins & Sells, Commercial House, 55 Park Row, Nottingham, NG1 6GR. Telephone: 0602 419066, Fax: 0602 470862.

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Situated on valuable freehold site. Skilled and experienced work force. Turnover approximately £600K. Good order book with major companies.

For further details, write Box H4328, Financial Times, 10 Cannon Street, London EC4A 4BY

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Manufacturing company (profitable) located in the Southern U.S.A. is seeking a merger with a European company interested in expansion in the U.S. We sell to the food and consumer goods markets throughout the U.S. and also perform private label work and contract filling for national markets. We have additional manufacturing capacity in a 275,000 sq. ft. plant and an excellent distribution location. Technical sales, manufacturing and administrative personnel are very good. Full computer system and quality assurance procedures are in place. Please reply in confidence to:

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Principals only please apply to Box H4301, Financial Times, 10 Cannon Street, London EC4A 4BY

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BUSINESS GRAPHICS

Well established slide production business for sale with both computer graphics and rostrum camera facilities.

Located in attractive premises in West London the current turnover is in excess of £200,000 p.a. providing a sound base for future growth.

Box H4333, Financial Times, 10 Cannon Street, London EC4A 4BY

SPECIALISED WORSTED, SYNTHETIC FIBRE SPINNING CO. FOR SALE AS A GOING CONCERN

T/O £850,000 Stock £180,000
Good order book 45 employees
West Yorkshire based. Would consider rental of space as alternative to moving machinery.
Suit larger textile group or specialist

Details principals only from H4270, Financial Times, 10 Cannon Street, London EC4A 4BY

DESK TOP PUBLISHING (DTP) PRINTING COMPANY FOR SALE

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For details write Box H4340, Financial Times, 10 Cannon Street, London EC4A 4BY

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Contact: J.E. Hamilton, 0623 822826. Eastwood Ventures, The Old Kennels, Rufford, Oldham, Notts. NG22 9DF. FIMBRA MEMBERS

ENGINEERING COMPANY, WEST MIDLANDS FOR SALE

CNC machining, sheet steel fabricated products. Well equipped toolroom, blue chip customers sales £2m+, operating profits c.£200,000 Could be relocated

Further information Write to Chairman, Moore Phillips & Co., 18 Bedford Row, London WC1R 4EJ

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FT LAW REPORTS

Invalid poll at adjourned meeting

BYNG v LONDON LIFE ASSOCIATION LTD Court of Appeal (Sir Nicolas Brown-Wilkinson, Lord Justice Mustill and Lord Justice Woolf); December 21 1988

THE CHAIRMAN of a company meeting has power at Common Law to adjourn it of his own will, though the articles provide that he can adjourn only with the members' consent, if their view is unascertainable and adjournment is necessary to enable them to debate and vote on the resolution for which the meeting was called.

The Court of Appeal so held when allowing the appeal of the plaintiff Mr Byng, from Mr Justice Vinelott's decision dismissing his claim that all business at an adjourned extraordinary general meeting of the defendant London Life Association Ltd, was invalidly conducted.

THE VICE-CHANCELLOR said that early in 1988 London Life started merger negotiations with Australia Mutual Provident. Agreement was reached, conditional on completion taking place by March 31 1989.

Notice of an extraordinary general meeting of London Life to be held at Cinema 1 at the Barbican at 12 noon on October 19 was given. The purpose was to pass a special resolution to amend the memorandum of association to include a general power to transfer the business.

The proposed merger gave rise to opposition and it became apparent to the board that the meeting was likely to be better attended than the ordinary run of general meetings. The board booked two overflow rooms and the foyer. There was to be an audio visual link between the overflow rooms, the foyer and the cinema.

On October 19 the cinema became overcrowded and members unable to gain access were diverted to the overflow rooms and the foyer. The meeting was delayed till 12.30 pm. The audio visual link was deficient. There was no direct link from the overflow rooms to the cinema.

The arrangements were plainly unsatisfactory. However, Mr Dawson, the chairman, decided to open the meeting at 12.30 pm. Registration was not then complete. As soon as the meeting opened a member rose to object that it was not fair to start while people outside were trying to get in. Others proposed that the meeting be adjourned. The plaintiff, Mr Byng, proposed an adjournment sine die.

The chairman proposed adjourning to the Café Royal at 2 pm. A policy holder said such an adjournment would exclude those who could not attend at 2.30 pm. He received support from the floor. The chairman then adjourned the meeting to the Café Royal at 2.30 pm. At the meeting in the Café Royal there was an orderly debate. A vote and poll were taken and the resolution was passed.

Article 18 of London Life's articles of association provided that the chairman might with the consent of the directors adjourn a meeting "but no business shall be transacted at any adjourned meeting except business which might lawfully have been transacted at a meeting from which the adjournment took place. It was common ground that no business could have been validly conducted at the meeting in the Barbican.

The issue was whether the chairman did validly adjourn "the meeting". If there was no valid adjournment the business purported to be done at the adjourned meeting would have been invalid.

Mr Potts for Mr Byng submitted first, that the assembly at the Barbican was not a meeting, and so the chairman could not adjourn it. He said that for there to be a meeting everyone must be in the same place, face to face. He relied on the fact the requirement in section 378 of the Companies Act 1985, that an extraordinary resolution had to be passed at a general meeting and a statutory history dating to long before the invention of audio visual links.

The submission was not accepted. The rationale behind the requirement for meetings in the Companies Act was that members should be able to attend in person to debate and vote.

Until recently that could only be achieved by everyone being physically present in the same room. Given modern technological advances the same result could now be achieved without their coming face to face. They could be electronically in each other's presence so as to hear and be heard, and to see and be seen.

There was no absolute rule of law that a meeting from which members were excluded was a nullity. There was no good reason why the law should shut its eyes to the reality that, in response to a notice, members of the company had assembled together at what, in ordinary usage, would be called a meeting.

What that meeting could validly do was quite another matter. There was no reason why, as common sense suggested, the assembly at the cinema should not in law constitute a "meeting" within the meaning of that word in the Companies Act and London Life's articles.

It followed that Mr Dawson was not in breach of a duty owed to all the powers of chairman. Mr Potts's second submission was that even if there was a meeting, Mr Dawson had no power to call it without members' consent, since article 18 so provided.

various proved inadequate, valid general meetings could be properly held using overflow rooms, provided all due steps were taken to direct people to the overflow rooms and that there were adequate audio visual links. The fact that a meeting could not pass a valid resolution did not necessarily mean there had been no meeting at all.

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At Common Law a chairman, in regulating a meeting, was not bound to do all acts necessary to give those entitled a reasonable opportunity of voting (see John v Rye [1970] Ch 343, 374).

Mr Potts argued that the chairman's power to adjourn having been expressly laid down in article 18, there was no room for any implied power at Common Law.

The submission was rejected. Article 18 regulated the chairman's power of adjournment to the extent that his machinery was effective to cover the contingencies which occurred.

There was no principle of construction which required the court to hold that an express provision regulating adjournment when the views of the meeting could be ascertained, necessarily excluded the existence of implied powers when consent could not be obtained.

Accordingly, where there was a meeting at which the majority view could not be validly ascertained, the chairman had a residual Common Law power to adjourn so as to give all entitled persons a reasonable opportunity of voting and speaking at the meeting.

Mr Potts's third submission was that even if Mr Dawson could adjourn without consent, he did not validly exercise such power.

Mr Justice Vinelott held that Mr Dawson's exercise of the power to adjourn. His Lordship disagreed.

The nature of the residual power to adjourn was that it was exercisable only when the machinery provided by the articles had broken down. The residual Common Law power was tightly circumscribed by reference to the objects for which it existed. The purpose of the power was to facilitate the presence of those entitled to debate and vote. The chairman's decision must be taken reasonably with a view to facilitating the purpose for which the power existed.

Accordingly, the impact of the proposed adjournment on those seeking to attend the original meeting was not a factor to be considered in considering the validity of the chairman's decision to adjourn.

Mr Dawson gave evidence of the fact that he had most persuaded him to adjourn to the Café Royal. There was nothing to suggest that he took into account the fact that the absolute necessity to obtain approval of the merger until March 31 1989, more than five months away. Nor was there anything to suggest that he appreciated that those who could not be at the Café Royal would not only be unable to speak, but would be unable to vote even by proxy, in that, under the articles, proxies had to be deposited 48 hours before any adjourned meeting.

Although Mr Dawson acted in complete good faith, his decision to adjourn to the Café Royal on the same date was not one which he could reasonably have reached if he had properly apprehended the restricted nature and purpose of his powers. His decision was invalid.

The appeal was allowed. The meeting at Cinema 1 was not validly adjourned, and proceedings conducted at the meeting at the Café Royal in the afternoon were invalid and of no effect.

Lord Justice Mustill gave a concurring judgment, but would have held that the attempts made at the Barbican did not amount to a meeting capable of propagation to the opinion at the Café Royal. Mr Dawson's initiative. He said the man in the street would have been more likely to describe it as a meeting which never got off the ground. Lord Justice Woolf concurred with the Vice-Chancellor.

For Mr Byng: Robin Potts QC and Nigel Davis (Parrer QC). For the company: David Oliver QC and Robert Hildyard (Robert Smith & Co). Rachel Davies Barrister

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TECHNOLOGY

Batteries in need of a supercharge

Della Bradshaw looks at the demands created by a growing array of portable equipment

With an increasing number of businesses relying on battery technology to power such indispensable tools as portable computers, radio-pagers and mobile telephones, the limited life of battery cells has become more than an inconvenience.

The news from the world's battery manufacturers, which produce \$60m of consumer batteries a year, is that developments are under way to introduce a lighter, more powerful all-purpose battery in the 1990s. It will be based on lithium, a metal already used in some specialist batteries. In the meantime, developments in longer life and rechargeable batteries, particularly for cordless domestic equipment, are making life easier for consumer and business alike.

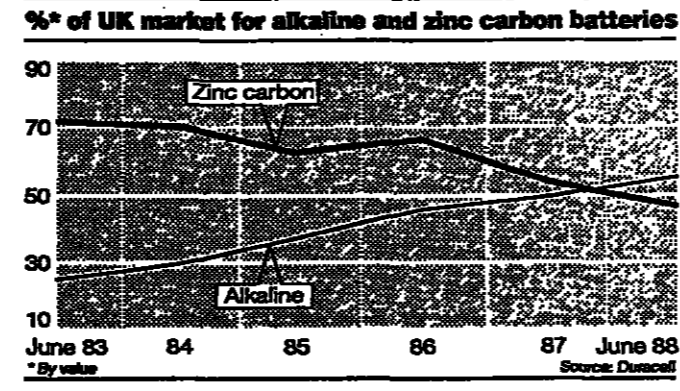
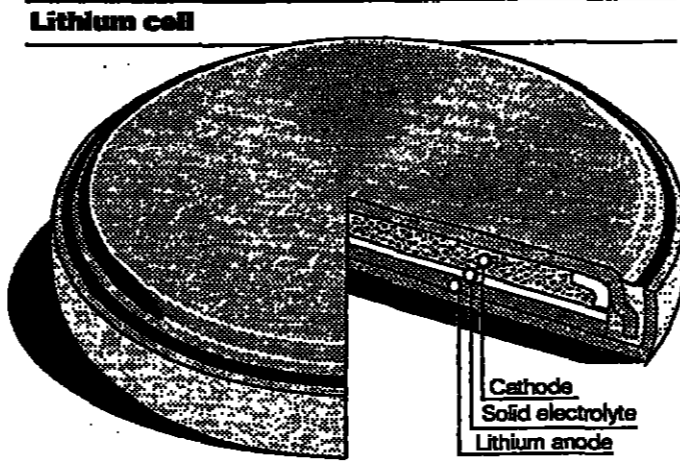
Battery cells are built around an anode (a zinc cathode (usually a metal oxide) and an electrolyte (usually a water-based liquid). When the battery is in use, oxygen moves from the cathode to the anode and as the anode is oxidised it gives off electrons - the electric current.

There are two types of battery: primary, which is used only once, and rechargeable. The main primary ones are:

- zinc carbon, the older type of consumer battery;
- alkaline, similar to zinc carbon but longer lasting;
- silver oxide and silver alkaline, button cells used to power calculators or watches;
- lithium, which is increasingly replacing the silver battery in cameras and remote control units for television;
- zinc air, a button cell in which a zinc anode reacts with oxygen from the air. It incorporates a membrane with holes big enough to allow the oxygen to pass through, but too small to allow the electrolyte to leak out. It is most efficient when used continuously, in hearing aids or radio-pagers.

Rechargeable batteries come in two types: lead acid, mainly used in cars, and nickel cadmium (NiCad). The latter is used in portable computers, mobile telephones and rechargeable domestic appliances, such as torches and drills, as well as for batteries which can be recharged at home.

For domestic use, rechargeable batteries and chargers account for only 3 per cent of the UK market - the lion's share still goes to zinc carbon and alkaline units. "I think it comes down to the fact that we are a lazy race," says Gerry Ware, industrial sales manager



The spread of portable equipment has made the battery problem more acute. There are now nearly 300,000 portable computers in Europe, and that figure is set to exceed 1m in just over two years' time, according to the Paris-based research organisation, Intelligent Electronics/Dataquest. In Britain alone, battery-powered mobile telephones number nearly 200,000 - a figure which is growing by 5,000 a month.

The problem has been exacerbated in the US and Europe because battery and equipment manufacturers are independent companies and, therefore, do not collaborate on future developments. In Japan, by contrast, most of the big battery manufacturers, with the exception of Yusa, also make electronic equipment. They include Sanyo, Matsushita, Hitachi and Casio. Co-operation between divisions of those companies has resulted in products - such as watches and calculators - with integral lithium batteries.

Lithium's advantages are that it is the lightest metal, can work in sub-zero temperatures and is highly efficient - lithium batteries last up to five times as long as traditional ones. However, they can cost up to 10 times as much to make and, as lithium is highly reactive, can be dangerous.

"The industry has to be very careful because the general public does not always respect the safety information that comes with batteries," says David Kyte, technical director of Crompton Vidor and chairman of the British Standards Institution technical committee on primary batteries.

"You can't mix and match different types of battery in one piece of equipment. For example, if you were to put a lithium battery with a traditional one, it could result in safety problems and damage to the equipment," he says.

To compound the problem, most lithium cells generate 3 volts, double the power of traditional batteries, and consequently the two types are not interchangeable. (Union Carbide has developed a 1.5 volt lithium battery, but it is not generally available yet.)

One likely result of that difference is that an international standard will be developed for manufacturing lithium batteries to the same size as the traditional batteries, but with different contacts for connecting the battery to the equipment. Each piece of equipment would be designed to incorporate either a lithium or a traditional battery.

The inherent strengths of lithium mean that most manufacturers are pinning their hopes on it - in particular, on rechargeable lithium cells - for the next generation of general purpose batteries. But it could be another decade before those developments are harnessed for consumer products, despite the fact that two companies have already made the initial breakthrough with the technology. Matsushita in Japan and the Canadian firm Moli Energy both have basic rechargeable lithium cells for specific applications.

Until the lightweight, high-powered lithium batteries become available, business equipment manufacturers are turning their attention to ways of making their equipment consume less power. Stimac believes that equipment makers can increase running time by a factor of two or three through the way the equipment is engineered.

Both Compaq and Toshiba have designed the software in their latest portable computers so that elements, such as a modem or hard disk, only consume power when they are being used. (The motors in Winchester disks, for example, are notorious for gobbling up electricity.)

The UK manufacturer Facon uses a similar technique to maximise battery life in its hand-held computers. It claims its products can run for up to six months on one battery.

Whatever the technological developments, battery manufacturers seem assured of a lucrative market for some time to come. This year the British will spend about £200m on primary batteries, more than on baked beans or even toothpaste.

Taking the heat out of firing

CERAMICS, used for anything from dinner plates to integrated circuits, may soon be manufactured more quickly and with much less heat energy using recently developed materials called pre-ceramic polymers.

Normally, ceramics are moulded using a water-based slurry, and then have to be fired in kilns for several hours at temperatures of about 1,700 deg C.

The polymers, however, need less than an hour at temperatures in the 450 to 500 deg C region. Chemically they are known as polysilazane precursors.

Early work has been on coatings of silicon nitride and tungsten carbide. The materials can be sprayed, brushed or spun at room temperature.

Technical Insights, the New Jersey market research group, thinks ceramic precursors are one of the most important advances in materials and could create an entirely new segment of the chemical industry. The company has produced a \$995 report, called Ceramics from Organometallics, which analyses the research and development in progress and the potential licensing opportunities this has produced.

In particular the report describes in some detail the successful work at SRI International and Elysi Corporation in the US.

Technical Insights believes that the materials will be on the market within two years. It foresees them being used for engine parts, cutting tools, aircraft parts and electronic components.

Digital links go the distance

IN THE summer, British Telecom International (BTI) will introduce digital services with the US and Japan. This will enable information to travel desk to desk much more quickly than is currently possible over the telephone network.

The digital connections will mean that data can be transmitted at 64 kilobits per second (kb/s). For example, it will be possible to send a facsimile of an A4 page in about six seconds instead of half a minute. Reproduction quality will be as good as that achieved on modern

Oil to weather marine conditions

CASTROL, the UK oil company, has developed a marine engine oil for the super-long stroke, slow speed engines that now provide 75 per cent of the horse power driving the world's ships.

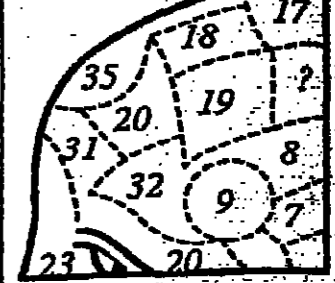
The product, called Castrol Marine Cyclone 90, meets the need for a specialised lubricant, which can operate efficiently under the severe conditions imposed by crosshead engines and the high sulphur content of marine fuels.

The period between overhauls can be increased by 30 to 50 per cent using the new oil, says Castrol, and the wear rates in cylinder liners and piston rings can be cut by 30 per cent.

High temperatures and pressures in the cylinders of these engines are the main problems. The former build up acids and the latter tend to diminish the lubrication properties of oils.

Castrol says that it has screened many hundreds of additives and has been able to use neutralising agents based on the calcium sulphonate and phenate families.

There is also an unstated anti-wear component.



WORTH WATCHING

Edited by Geoffrey Chartish

A dish for all channels

MICRO-X, of Maiden in the UK, is launching a satellite television receiving dish and electronics unit, which will be able to receive any channel on any direct broadcast satellite (DBS) at a fully installed cost of £254.

The company is importing the electronic units from Messpro, part of Japan's C. Itoh group. The 650 mm (25 in) steel dish, however, will be made by a Micro-X associate in the UK.

Most dish systems for the UK's new satellite television services can receive either Astra or BSB (British Satellite Broadcasting), but not both.

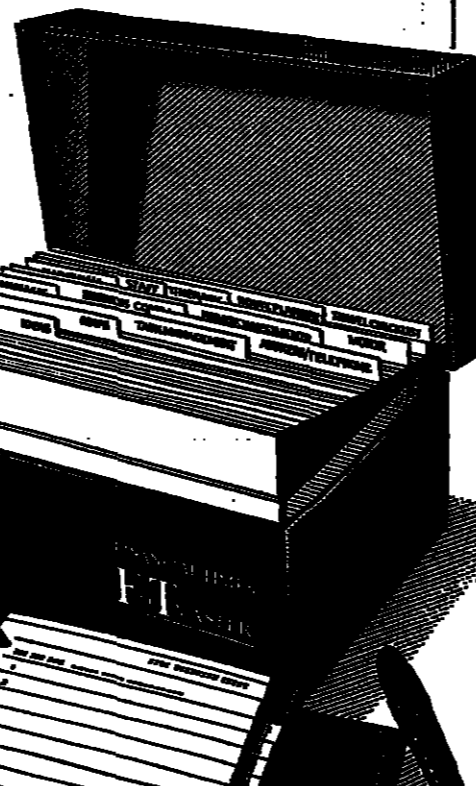
Micro-X has taken a different approach. The user can start with a £250 system that will receive Astra, but which has the ability to deal with other signals of different polarisation. (Polarisation of radio signals is usually either horizontal or vertical and can be identified by a multi-element aerial. The signals are vertical for UK terrestrial television and horizontal for FM radio.)

A remotely controlled dish-aiming system can be added, in the living room, the user simply presses a channel button on an infrared control box. The satellite receiving box on top of the television then signals the dish to rotate towards the appropriate satellite and select the channel.

Julian Behrman, managing director of Micro-X, thinks that the UK will become more like the US, where there are 150 channels broadcasting from 90 satellites.

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ARTS

Eric Clapton

ALBERT HALL

It is totally appropriate that Eric Clapton should currently be appearing at the Albert Hall. His cathedralsque atmosphere is ideal for performance which are closer to traditional forms of worship than to a rock concert.

strong personality in his four piece band. At least they share a common passion for dressing like warehousemen.

There were no surprises, just beautifully crafted memories, meticulously reproduced, from "I shot the sheriff" through "Knocking on Heaven's door" to "Cocaine."

No one wanted more, and the total concentration that gripped the packed auditorium as Clapton opened into "Wonderful Tonight" - the most poignantly beautiful married love song of our age, was awesome.

It was music stripped to bare, almost insubstantial, essential. Sometimes the illusion that this was just four guys playing rhythm and blues in a small club was taken too far, and the terminally long "Same old blues" could be quietly led to rest.

All in all, it has been a nostalgic week. The ICA did well with a "Hands Across the Ocean" series, with all the acts supplied by WEA Records, but to good purpose.

Antony Thorncroft



Dali in 1955

Salvador Dali

The Spanish surrealist painter Salvador Dali, who died yesterday at the age of 85, was one of that select band of artists that has enjoyed truly world-wide celebrity.

Such fame must necessarily far out-run any general knowledge of the work; and Dali the brilliant and extravagant self-publicist, inveterate surrealist performer, never shirked an opportunity to make himself the centre of attention.

He was a psychological illustrator, and his work would always look well in reproduction, which gave the work the appearance of accomplishment and technical command that were not always to be found on the canvas itself.

He has his place secure enough in the history of the art of our time, but as an innovator, it must always be set within the wider history of the Surrealist movement itself.

William Packer

Shostakovich

FESTIVAL HALL

The Shostakovich festival is drawing to a close. On Sunday night the symphony cycle reached the Second and Thirteenth Symphonies - a pair of choral works which span the central period of the composer's career, from the reactionary days of his youth, past the Stalin era, to a time when the mature composer felt assured enough to rattle the bars of the Soviet cage again in the face of the Khrushchev regime.

They both catch Shostakovich in the mood to speak openly. But where the Second lingers away that prized freedom on a minor work with little to commend it except its determination to sound experimental, the Thirteenth uses a more conventional musical language to get to grips with political and social wrongs in a way that is genuinely inflammatory.

In a cycle which has been conducted jointly by Rostropovich and Ashkenazy there was no need to worry that its performance might lack conviction, whichever of them chose it. But on balance I feel it was preferable that this symphony should have fallen to Ashkenazy. His performances have been no less expressive than his counterpart's, and they have shown a finer sense of overall control in the most massive of Shostakovich's monolithic structures.

not exceptionally so. As so often in this cycle one felt a lack of that chill, of that shiver at the inhumanity of Soviet existence, that should run through the symphonies. But it would be churlish to complain when there was so much else to admire, such as Ashkenazy's gift of letting the strings sing out, so mournful in the third movement. (How evocative its picture of women standing freezing in queues still seems today.)

In that movement, too, John Shirley-Quirk was at his finest, catching the pathos of the First Piano Concerto. Raymond Simons played the important trumpet solo and the pianist was Dmitry Alexeyev, always rhythmically lively and rising at the end to something like the manic excitement of his own recording. Ashkenazy again gave energetic support, but the RPO's playing dropped temporarily below par.

Richard Fairman

Figures of the imagination

William Packer reviews exhibitions in Bath and Bristol

We hear a great deal lately of a renewed commitment in British art to an imagery founded in study of the figure and the attendant disciplines of technical proficiency, close observation and critical record. Any such renewal lies more in the minds and interests of certain commentators than in the actual work.

When the resources of the visible world are wilfully set aside, the artist has only his own imagination by which to sustain invention. The easy option may not be so easy after all, and if the attempt is free to anyone, the true resolution and final account can only be settled after working the hardest before and find it no less resolvable but better than ever.

At Artists nearby (1 Pierrepont Place: until February 12) John Macfarlane is showing drawings, water-colours and dry-point engravings. It is always good to come back to the work of an artist one has admired before and find it no less resolvable but better than ever.

five study of nature that runs through the likes of Ruskin and Stubbs to Durer and Leonardo. Turner too is a great model; it is perhaps from him that the instinctively derives a decided Romanticism.

He makes drawings of snails that secrete a rich and lush as jewels laid out on velvet. He spreads out like a fan the dead raven's wing to become in microcosm something curiously close to the mountain or quarry-side that he studies so intently from the far side of the valley. Of recent art the nearest comparison is with war-time Welsh mountain-scapes of John Piper, the very image of neo-Romanticism. But Macfarlane is entirely his own man, and a remarkable artist.

In contemporary terms, art of a more orthodox romanticism can be seen at the Arncliffe in Bristol (Narrow Quay: until March 5, then to Dean Clough, Halifax). At J. Giuseppe Penone is already a sculptor of wide international reputation, and indeed is included in the major survey now at the Royal Academy of Italian Art in the 20th century. But this in Bristol is his first significant solo show in Britain, and it coincides with the publication in English of the first monograph (by German) on the artist.

Some takes nature and the physical world as material source and conceptual stimulus. He engages himself directly yet stands apart to reproduce as art a natural process, or to return what has been processed by man to an ambiguous state of nature. Each of the clods of clay, hacked out of the earth by a variety of implements, carries the marks of its removal. Here are these fired lumps, hung in an elegant row. A pile of leaves holds the impression of a resting human form. Another such heap, but cast in bronze, is held in mid-air on wooden poles. Carved back into the wooden plank is the image of the living tree. Elegant undoubtedly, but the idea is everything.



"The Bodybuilder" by Peter Howson, 1986: the original drawing for the screen print in the exhibition

The Fatherland

RIVERSIDE STUDIOS, HAMMERSMITH

The sprawling naturalistic set, cross-section of contrasting bungalow kitchens with open yards between, confirms that though we are at Hammersmith's Riverside Studios, the production originates from that fringe outpost of remarkable theatre design, the Bush.

There are hiccups in construction. Act 1 reaches a powerful climax with the kidnap and threatened murder of a policeman, Reuben unwillingly involved in the violence by his outlaw ANC brother. In Act 2 we learn that, thanks to Reuben, the man was released and sent to the States. This presumably provides the tenuous justification for the otherwise theatrically arbitrary beating and blinding of a third brother, lovable scamp Lefty. The central theme, the illness, promised release and final death in confinement of the boys' father, a political prisoner, seems only intermittently important; and a subplot with the pregnant country girl who natively follows Lefty from the Transkei is not really developed.

But in the feeling that emerges of a real community and a real family, a conventional detailed plot is almost irrelevant. It's the atmosphere, the variations, under what we know to be a regressive system, of individual behaviour, from cheerful acceptance (Jude Akwudike's irrepressible scapegrace Lefty) through opportunist acquiescence (Chief Francis' sports final death in confinement) and dignified stoicism (Cleo Dorcas, herself Soweto-born, as the unwaveringly religious mother) to armed resistance (Addi Sapatu, a trifle one-note and not giving the negative's ample humour a chance).

For Mr Watts knows when not to overdo it. The atmosphere of an occupied territory is suggested almost casually, the police sergeant's interrogation over pass books and references to Section 10 taken for granted as part of normal life. The play's canvas is broader than first appears; there are fleeting resemblances between Mr Watts' township and the police casuals, petty criminals, drinkers, fugitive patriots, strong women and weak men - O'Casey's Dublin tenement dwellers.

Martin Hoyle

London Philharmonic

FESTIVAL HALL

On Sunday the LPO had Russian guests, the conductor Semyon Bychkov and the cellist Natalia Gutman, to perform markedly national, non-Russian music - Charles Ives' Third Symphony, Dvořák's Symphonic Variations, and the Elgar Cello Concerto.

that's required, and indeed helps to reveal the real originality of the music.

The Elgar concerto never sounded intemperately un-English, though Miss Gutman's big style and passionate introduction are not what native performances commonly offer. She bit into the recitatives with broad eloquence, and in her daringly swift Scherzo there was no flaw in her technical security or her aplomb. Some Elgarists may prefer more resolute Adagio, but it expanded here with full-blooded feeling.

Bychkov was always a quickly responsive partner, and the orchestra of course knew the work thoroughly; so they do the Dvořák Ničniti, too, which they delivered expertly. Bychkov's reading was notable more for crispness and delicate colours (along with some fierce fortissimo) than for friendly Bohemian warmth. At three or four of the jerry-built transitions the symphony, which they delivered expertly, Bychkov's reading was notable more for crispness and delicate colours (along with some fierce fortissimo) than for friendly Bohemian warmth.

David Murray

Tan & friends

WIGMORE HALL

Melvyn Tan presided at the keyboard in Friday's delectable recital of early-Romantic chamber music, with the American clarinetist Eric Hoepfich and the French horn-player Michel Garcia-Morvan in attendance.

rhythmic variety, and command of scale were throughout the concert a pleasure, and the sympathy with the action and sensibility of the two wind instruments was impeccable. The performance of Weber's Seven Variations on a Theme from Sissano, Op. 33, was perhaps the evening's choicest item: Mr Hoepfich's clarinet speaks the language of Weber's virtuosity with native eloquence, and a forte piano can catch all the glitter and buoyancy of the piano writing - players of modern piano often (although by no means always) reduce Weber's figuration to a humdrum level of mechanical expertise.

Mr Tan underlined this with great delicacy. He has become not just an expert on these "perfect" keyboards but a distinctive stylist of the music written for them: the use of rubato, control of tone-colour, the contrast between the two instruments lent the occasion some of its charm - the forte piano set the "domestic" scale perfectly appropriate to the wide dynamic range and fascinating tone-colours of the Broadwood conferred on Mendelssohn (the Andante and Rondo capriccioso, Op. 14, followed by the two songs) a very personal quality of palpating Romanticism.

Max Loppert

The Highlanders

PALACE OF HOLYROODHOUSE, EDINBURGH

"The finest race in the world" was Queen Victoria's verdict on the Highlanders. In 1866 the Queen commissioned the Scottish miniature painter Kenneth MacLeay to paint some of her retainers on the Balmoral estate (John Brown included). Two years later MacLeay began a series of 23 watercolours of representatives of the principal Highland clans.

inspired by George IV's visit to Edinburgh in 1822. The Sovereign desired the clansmen to take pride in their traditional dress, and MacLeay's vividly coloured drawings are accurate down to the last cap-badge.

Normally housed in the Royal Library at Windsor Castle, the watercolours are now on show for the first time since 1870, at the Palace of Holyroodhouse, Edinburgh, until April 16. The exhibition will transfer to Balmoral Castle, Aberdeen-shire, May 1-July 31. Susan Moore

ARTS GUIDE

January 20-26

OPERA AND BALLET

London

Royal Opera, Covent Garden. A new and splendid English-Japanese version of Die Fledermaus by John Mortimer is introduced to the house in John Cox's (also new) staging, with a production borrowed from Carol Vannes (Thomas Allen, Dennis O'Neill, Lillian Watson and Giff Rhys Jones) but a less than sparkling conductor in Adam Fisher. Further performances of Nuria Espes's Madama Butterfly production, until this season, Yoko Watanabe, Marco Legnini, Thomas Allen, and Anne-Messner take over the leading roles, and Mark Emiler conducts.

English National Opera, Coliseum. The first British performances of Arlekin Burlesque, Shakespeare adaptation, Lear, a 1970s opera already seen throughout the rest of Europe and in the US. Mosto Jaffe takes the title role, the cast includes Phyllis Cannon, Rosa Mannotti, Nigel Douglas and Rodney Macaron, and the conductor is Paul Daniel. The production is borrowed from Krefeld. The 1977 production of La Bohème is revived with an uneven cast headed by Rosemund Ilmg.

David Rendall, Anthony Michale-Moore and Nancy Gustafson. Further performances of The Mikado in Jonathan Miller's sparkling updating.

Paris

Chatelet. Ballet Antonio Gades to Manuel de Falla's music dance El Amor Brujo (40.28.28.28). Palais des Sports. Spain's national ballet brings colour and

after temperance with its 70 dancers and 250 costumes under the artistic direction of Jose Antonio Gonzalez (48.28.40.50, info 48.28.40.48).

Opera. Jean Espinasse's Lily's Atys. The Grand Staclo Grand Prix de la Critique 1987. Salle Favart (bookings 47.42.53.71, info 47.42.57.50).

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Yuzuru (Night Crime). Opera by the contemporary Japanese composer, Ikuta Dan, which was premiered in 1983 and has now been performed 500 times. This new production is conducted by the composer. Shinjuku Bunka Centre (Wed, Thur) (572 4311).

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FINANCIAL TIMES

BRACKEN HOUSE, CANNON STREET, LONDON EC4P 4BY
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Tuesday January 24 1989

The future of Hong Kong

TIME IS running out for the British and Hong Kong Governments to demonstrate that they have either the inclination or determination to fight to safeguard the interests of Hong Kong's 5.5m inhabitants before the colony is returned to Chinese sovereignty.

The British approach - that quiet diplomacy is the only way forward - has produced few fruits so far. Admittedly, once the reversion of Hong Kong to China in 1997 had been agreed, Britain was always going to be negotiating the modalities from a weak position. It is not surprising, given this tactical reality and the effective and eloquent lobbying campaign conducted by concerned residents of Hong Kong, that the British Parliament's Foreign Affairs Committee should start, however belatedly, an urgent inquiry into the Government's handling of the matter. Its intervention may even be welcome, if it throws some public light on negotiations that have been conducted behind closed doors.

Basic Law

The critical issue is the Basic Law covering the colony's administration for 50 years from the hand-over in 1997. This will be promulgated as soon as early 1990. The first draft, published last year and described in Hong Kong as a tree full of rotten apples, did depart significantly in both content and spirit from the principles of the 1984 Sino-British Joint Declaration agreeing the transfer of sovereignty. The British and Hong Kong Governments insisted, however, that they could get it improved. The drafting committee finished its proposals for the second draft in Guangdong last week. After it is published next month, there will then be only one last chance for consultation and amendment before the final version is published next year.

The more worrying departures from the Joint Declaration in the first draft concerned the independence of the judiciary, the degree of autonomy of the Hong Kong Special Administrative Region and the method of selecting the chief executive. These concerns remain, informed leaks from Guangdong of the proposed second draft would, for exam-

Diplomatic effort

The onus on the British and Hong Kong Governments now is to demonstrate that quiet diplomacy really is being exerted to protect the interests of the people of Hong Kong. It might help to remind China that the intervention of an asset, not a liability, that it possesses a well of skills and entrepreneurial vigour which will quickly dry up under heavy-handed political and economic controls. The Chinese seem to be forgetting the undercurrents which lay behind the 1984 Joint Declaration, particularly with regard to the evolution of democratic processes.

There is also still something that Britain itself can do for the people of Hong Kong, which is to open its doors to more of them. As it stands, only the privileged few will be allowed residence in Britain, Portugal, on the other hand, has granted passports to the ethnic Chinese in Macau, which returns to Chinese sovereignty in 1999. Thus Macau's will, under European Community law, be able to live and work in Britain while "British" subjects from Hong Kong will not. Lord Glenarthur's comment that this might seem unfair but that "many things in this world are unfair" encapsulates much of what has been wrong in the style and content of Britain's handling of the colony since 1984. It is not quite too late to change.

The Fraser appeal

FEW WOULD DENY the entertainment value of the long-running legal battle over the acquisition of House of Fraser by the Al Fayed brothers. The more pressing question is whether this courtroom drama is really in the interests of anyone other than Lord's Mr. Tiny Rowland, who remains passionately committed to winning control of the stores group, the finest asset of which is Harrods.

The answer, according to the Appeal Court, is that the issues involved far transcend the special concern of Mr Rowland. In giving the court's reasons for overturning an earlier High Court ruling that Lord Young, the Trade Secretary, should refer the acquisition to the Monopolies Commission and publish his inspection report on the acquisition, Lord Dillon implied that there was a clear public interest at stake in the Fraser affair.

Given what has emerged about the case since the bid since 1985 that view is welcome. There is evidence that the Al Fayed brothers provided misleading information about their background and about their sources of finance at the time of the bid. That said, the role of the courts in the House of Fraser case is not to pass judgment on the general merits of the Trade Secretary's way of handling the affair, but rather on the legality of his actions.

Two main areas

In pursuing their judicial review of Lord Young's actions the courts have been preoccupied with two main areas. The first concerns his decision not to publish his inspectors' report on the bid. The second, Lord Young's reason for failing to publish was that he had been advised by the Department of Public Prosecutions (DPP) and the Serious Fraud Office (SFO) that publication would prejudice their investigations and prejudice a fair trial if criminal proceedings were brought.

Curious penalty

On the question of whether Lord Young should have taken the opportunity to refer the bid for House of Fraser in the light of new information, the Appeal Court argued that the Secretary of State enjoyed discretion, rather than a legal obligation, over the references, and it was perfectly possible that a Monopolies Commission recommendation that the Al Fayed should divest was not the appropriate remedy for the wrongs discussed in the inspectors' report.

Here, at least, the legal argument coincides with a common sense view. Divestment is a curious kind of penalty since it could provide the Fayed with a profit rather than a loss, if market conditions dictated. Much less satisfactory is the lack of explanation for the decision not to refer. And this highlights the excessive discretion in the hands of the Secretary of State which is a major weakness in UK merger policy. As long as the discretion exists under the Act, however, the case for having the Trade Secretary offer a public justification in the handful of cases where a decision is made on public interest grounds is worth exploring.



● Pierre Bérégovoy

It has been an uncomfortable few days for President François Mitterrand. On Friday, one of his former industrial policy advisers resigned as *directeur de cabinet* to Mr Pierre Bérégovoy, the Finance Minister, "to defend his honour" in the growing insider trading scandal connected with the takeover by Pechiney, the nationalised aluminium group, of American National Can. On Saturday, *Le Monde* alleged that Mr Roger-Patrice Pelat, one of Mr Mitterrand's oldest friends, had bought substantially more shares in the Triangle group, parent of American National Can, than he had previously admitted.

These events have now given a much more political tone to the controversy over a scandal which had previously looked like a characteristic French business affair. But when taken together with the previous uproar over the fiasco of the stock market raid against the Société Générale privatised bank, an operation tacitly supported by the Finance Ministry, it is clear that France is facing a series of difficult dilemmas over the relationship between politics, money and the state.

There has always been deep interpenetration between the world of politics and money in France, but until now that has taken place almost exclusively on the political right. In Mr Mitterrand's first term, the Socialist response was a massive nationalisation programme to attack what President Mitterrand had called "the wall of money." The new Socialist Government has renounced nationalisation, but does not appear to have worked out a coherent relationship with the world of French business.

The two affairs also focus the spotlight on the role of state institutions and the "old boy networks," with the Socialists in the last nine months seeking to capture control of key industrial and financial groups by assembling business clans of their own to replace those loyal to the right. In rhetorical terms, the new Government believes in deregulation, transparent markets and competition. In practice, it appears to be finding it much harder to give up the temptation to intervene.

As a result, the affairs are now imposing a much heavier burden of responsibility on regulatory institutions which are meant to be independent of the state. In the past, France has regularly vibrated with successful money scandals, which have usually avoided any judicial punishment. The new rules and the powers of the Commission des Opérations de Bourse (COB), the stock market watchdog, are being

Paul Betts and Ian Davidson assess the impact on France's Socialist Government of the country's insider dealing scandal

A tangled tale of politics, money and the state



● Alain Boubill

reinforced. But the latest affairs raise the question whether the reformed COB will live up to expectations.

However, the most general issue raised is whether, in the medium term, the Socialist Government can escape the problem of privatisation. The policy laid down by Mr Mitterrand is that this left-right controversy should be shelved, with no restrictions and no new privatisations. In principle, this appears to be a tenable line, but it seems to be proving difficult to apply in practice. A French government official need never have been involved in the Pechiney-Triangle negotiations if Pechiney were not a state-owned company. Nothing in the Treaty of Rome forbids countries to nationalise companies, but the current argument between Paris and Brussels over the status and capitalisation of Renault, the nationalised car group, eloquently illustrates that the single market due after 1992 and the European Community's competition rules may require state-owned companies to look and behave exactly like private enterprises.

The irony is that the Pechiney-American National Can deal was heralded by the Government last November as a triumphant demonstration of the way in which a state-owned company can gain in stature in the global markets without sacrificing its national industrial vocation. The acquisition of the American company was linked in the Government's public rhetoric with Pechiney's simultaneous decision to invest in a big new aluminium smelter in the depressed northern region of Dunkirk.

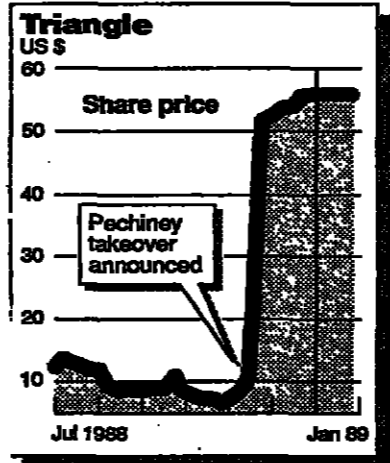
These considerations of national and industrial interest have now been largely overshadowed by the insider trading scandal, which might never have come to light but for the investigations conducted by the US Securities and Exchange Commission soon after the deal was announced.

The SEC inquiries showed substantial and unusual volumes of trading in Triangle shares in the New York over-the-counter market after hard negotiations between the two companies started last August. There were subsequent large sales of Triangle shares when the negotiations with Pechiney appeared to be on the rocks last September. Three days before the deal was sealed last November, there was another flurry of purchases.

The implication of insider trading is clear. The SEC has identified a number of Swiss and other discreet intermediaries in the trading, but so far there is no complete list of the names and the powers of the Commission des Opérations de Bourse (COB), the French financial ministry was kept informed of Pechiney's negotiations

since the nationalised group needed state authorisation and support for the financing of the \$1bn acquisition of American National Can. The paradox of the financing is that it was conducted in part through the floating of a quarter of Pechiney's new international subsidiary, which amounted to a partial privatisation. No one claims that Mr Alain Boubill, until last Friday the chief adviser of Mr Bérégovoy, the Finance Minister, made money out of the deal. He has vigorously denied any suggestion of improper involvement in the Pechiney affair and has claimed to be the victim of a smear campaign.

But it is known that two personal friends of Mr Mitterrand bought Triangle shares just before the acquisition was announced. Mr Roger-Patrice



Pelat had previously claimed to have bought 10,000 Triangle shares in all innocence, but last Saturday *Le Monde* alleged that Mr Pelat or his son had in fact bought another 40,000 shares through intermediaries in Switzerland and Luxembourg. Mr Max Théret, former chairman of the FNAC retail group and also a friend of the President, earlier admitted buying 10,000 Triangle shares but denied any hint of insider trading.

Mr Boubill has his back at his critics and sued three French newspapers for libel. But although Mr Bérégovoy had defended his *directeur de cabinet* - the head of the minister's private office - during the past few weeks, his presence had become an increasing embarrassment for the Finance Ministry. The explanation lies partly in the details of the smear allegations: Mr Boubill's association with a Lebanese intermediary in the Pechiney negotiations, but also partly in the

longer history of Mr Boubill's role as *émissaire grise* of Mr Mitterrand's industrial policy, first as industrial adviser at the Elysée palace and subsequently at the Finance Ministry.

Mr Boubill had made many enemies over the years both inside the Government and in the world of business because of his interventionist approach and his arrogant manner. After he joined the Finance Ministry last summer, one of his first tasks was to spearhead Mr Bérégovoy's new strategy of undermining the Gaullist hold on key privatised industrial and financial groups. When the Gaullists embarked upon the privatisation of state groups two years ago, they aimed to ensure continued control by setting up loyal groups of "hard core" shareholders. The new Socialist Government, while pledging not to renationalise, made clear from the beginning that it intended to break up these Gaullist dominated "hard cores." It planned to set up alternative shareholder groupings which would be more sympathetic to the Socialist administration.

The mechanism in this strategy was to be the market, and the players the big state institutions with large shareholdings in privatised companies. High on the list of these state groups were insurance companies and other institutional investors, especially the Caisse des Dépôts et Consignations, the investment arm of the state savings banks. This strategy of market manipulation started well with the smooth recomposition of the core shareholding structure of Havas, the privatised media and advertising group. But things started to go wrong when the Government turned its attention to Société Générale, the country's largest privatised commercial bank. A stock market raid on Société Générale was mounted, with the obvious encouragement of the Finance Ministry, by Mr Georges Fabre, a financier with wide connections in the French politico-business establishment. But the Société management fended off the attack with the help of a handful of blue-chip allies, and now the Government is faced with an embarrassing deadlock.

To make matters worse, the Pechiney scandal has provoked an open dispute within the Government over the Société Générale affair. Mr Roger Fauroux, the Industry Minister and former chairman of the Saint-Gobain glass and packaging group, has openly criticised the COB decision not to investigate the Société Générale raid, claiming that it was a "much more serious affair" than Pechiney. The Government has now adopted a two-pronged response to the twin con-

troveries. In the case of Pechiney, both Mr Mitterrand and Mr Bérégovoy have called for the fullest light to be shed on the insider trading scandal. To this end, the Finance Minister is planning to table a bill in the spring session of parliament substantially to reinforce the powers of the COB. In the case of Société Générale, the Government intends to pursue its former strategy of breaking up Gaullist "hard cores" in privatised groups, but by different means. Another bill will be tabled in the spring to release institutional shareholders from their obligations to seek board approval before selling their stakes in privatised companies before 1992. This will leave room for new shareholders to reconstitute the "hard cores" of privatised groups, although the Government plans to retain a veto on any single stake of more than 10 per cent for the next three years.

In other words the new Socialist Government is just as determined as its Gaullist predecessor to prevent any unwelcome (either foreign or politically hostile) takeover of a major French group, at least for the next few years. Left and right may differ about means, but not about ends.

Since this weekend's developments, the right-wing opposition has stepped up its attacks on the Government. Alain Juppé, secretary general of the Gaullist RPR party, said on Sunday that France "had the roughest left in the world." Mr Alain Madelin, the former right-wing Industry Minister, has talked about "Pechiney-Gate." Even the Communists are now joining the chorus of demands from the right for a parliamentary commission of inquiry. Such demands are political alibis, the COB inquiries are expected to lead to prosecutions, which would automatically put a legal gag on the affair.

No one claims that Mr Mitterrand or Mr Bérégovoy are financially corrupt, and in any case the right wing may not be best placed for making such accusations. But in the cut and thrust of politics, the latest allegations may have tainted the image of the Socialists and harmed their prospects in the forthcoming municipal elections next March. It is possible, however, that the relative position of Mr Michel Rocard, the Prime Minister, may have been strengthened, since none of the allegations have touched his office. The question is whether Mr Rocard can devise - and, when all the fuss eventually dies down, impose - a political-industrial strategy for France which will be better prepared for the new European realities of 1992.

Hills guide to tax

Rarely can a booklet on the incidence of taxation have had such immediate and extensive coverage as John Hills's *Changing Tax: How the tax system works and how to change it*. It has been discussed in all the quality newspapers and is likely to be much quoted in the run-up to the Budget and beyond.

One of its conclusions, backed with figures, is that since 1979 there has been "a major redistribution from those on low incomes to the better off... cuts in direct taxation have been entirely paid for by cuts in the relative value of benefits."

Hills wrote the booklet at the suggestion of Fran Bennett, Director of the Child Poverty Action Group. It began as a pamphlet, but is almost a book - of the kind that could very well be used in sixth form economics courses.

Now 54, Hills did maths and economics at Cambridge in the mid-1970s. He then spent two years working for the Ministry of Finance in Botswana, followed by a Master's Degree at Birmingham under Professor Mervyn King, whose joint book with John Kay on the British tax system he helped revise.

He became a civil servant at the Department of Environment when Michael Heseltine was Secretary of State. Heseltine was conducting his MINIS efficiency exercise, thought that there were too many economists about the place and suggested that some of them should look elsewhere for work. So Hills went off and did two years advising the Select Committee on the Treasury in the House of Commons.

Afterwards he joined the Institute for Fiscal Studies, reunited with John Kay who had become the Director. Then came Africa again. Hills spent 18 months advising the Commission of Inquiry into Taxation in Zimbabwe. "Robert

OBSERVER

Mogabe had inherited a tax system from Ian Smith," he says "and wants an independent look at what should take its place. In terms of the acceptance of the commission's recommendations, the strike rate was about 50 per cent." Hills thinks that was pretty good.

For the last three years he has been at the London School of Economics and is Co-Director of its Welfare State Programme. One of his specialities is housing finance, on which his book is due shortly. He is also working with a team on The Development of the Welfare State since 1974, which will be a major study out next year.

Howzatt?

Bob Hawke, the Australian Prime Minister, has taken to opera, at least superficially. Recently he attended a performance of *Tosca*. The Sydney Morning Herald reported: "The singers' voices soared, the audience was in rapture, when suddenly he leapt Hawke, like an extra from an Australian lager company commercial, yelling: 'You beaut.' But it was not the music that had moved him. He had a transistor radio plugged to his ear and was listening to Australia playing the West Indies. Australia had taken a wicket."

Walker's move

Nearly every junior minister on the fringe of the Cabinet, surveying the log jam at the top, seems to have decided that Peter Walker, the Welsh Secretary, must be among the candidates ripe for departure.

The theory goes that the Prime Minister is to be doing



"We've swapped our dinner cards for price lists."

Minister needed to keep him in on the grounds that he might be more of a threat to her on the back benches and among young Tories in the country. It was the wish to keep him quiet that led her to make him first Agriculture, then Energy Secretary. She gave him Wales because, after the 1987 election, the party did not have a Welshman up to the job. In fact, he was the first member of the outgoing Cabinet she consulted after the results and his accepting Wales was clearly crucial to her plans.

Now, however, the view is that she can afford to dispense with him, and must dispense with someone in order to bring on the new talent.

Just one or two caveats. The Tory Party still has no very obvious alternative Secretary of State for Wales, though Michael Howard, who was at school in Wales, has been mentioned. Walker is thought in the Principality to be doing

his job rather well, and we might start to hear more of him as the rumours of his imminent departure get around.

Good judges

Lord Denning, former Master of the Rolls, celebrated his 90th birthday yesterday and Lord Hailsham was slightly less than unenthusiastic in his praise of the man in an interview on BBC Radio 4. But he did go on to say that Denning had been one of the half dozen great judges this century so far. So we telephoned him to find out the rest of his list.

The former Lord Chancellor said that he had been speaking mainly about the post-war period and had not given the matter his considered thought. The first names that came to mind were Lord Reid, Wilberforce and Diplock.

There was also Lord Scrutton from an earlier period who clearly made a great impression on the young Hailsham, or Lord as he then was. Scrutton was born in 1856 and wrote the *Treatise on Law of Copy-right and Law of Charter Parties and Bills of Lading*. He was a great commercial lawyer, said Hailsham, and still active when Hogg started in 1932. He died in 1944.

One of the best stories about Denning, incidentally, will always remain the time he was told that one of his judgments had been upheld in the House of Lords. "I still maintain I was right," he said.

He also used to say of his long career that he had all the Christian virtues, except resignation. In that, of course, he was wrong. Resignation is not a Christian virtue.

Sound advice

"What should you do when you are going to pass a cyclist?" a Berkshire driving instructor asked his middle-aged learner. Without hesitation she replied: "Give him room to fall off."

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LETTERS

Explaining broad money

From Mr Tim Condon.
Sir, Mr Glenn Hoggarth (Letters, January 20) wonders how broad money can explain recent inflation trends. When the growth rate of broad money has been so much above the inflation rate. There are, in fact, several reasons for not expecting a precise relationship between broad money growth and the inflation rate.

The first is that extra money is needed to match more output as well as higher prices. If the trend annual rate of output growth in the UK in the mid-1980s is put at about 3% per cent, and the growth rate of broad money had been exactly equal to that of output and inflation combined (that is, of nominal GDP), an inflation rate of about 5 per cent would have been associated with broad money growth of about 8 per cent or 9 per cent a year.

The second is that the amount of money people and companies wish to hold may increase more quickly or slowly than nominal GDP because of institutional developments in the financial system and changes in the attractiveness of money compared to other things. During most of the 1980s such considerations seem to have been increasing the desired ratio of broad money to nominal GDP by about 3 per cent or 4 per cent a year. With inflation of about 5 per cent, people and companies were therefore satisfied with their own money holdings

while broad money was growing at about 11 per cent to 13 per cent a year. This was, indeed, the growth rate of M3 for roughly four years from mid-1981 to mid-1985.

But it is possible for actual money holdings to be higher than desired, with a sudden jump in the growth rate of bank deposits reflecting a surge in bank credit. The economy then has "excess liquidity". Companies, people and financial institutions find that they have more money than they expected, and they change their behaviour.

Most obviously, they spend a higher proportion of their income (that is, the savings ratio falls) and are more eager to purchase assets such as shares and property. As a result, the prices of these assets are bid up, strengthening the incentive to invest. In due course the excess liquidity leads to a boom.

There is no way of telling exactly how much excess liquidity the economy can stand before the boom runs out of control. In the Barber boom of the early 1970s the ratio of broad money to GDP rose by almost 30 per cent in two years before the boom was reined in. It is likely that there was "too much money chasing too few goods". At any rate, by late 1985 it seemed to me (and my former colleagues in the economics team at L. Messel & Co. and Shearson Lehman) that there had been a well-defined accel-

eration in broad money growth from that seen in the stable 1981-1985 period. The economy was about to enter a phase of excess liquidity, which would be accompanied by buoyant asset prices and above-trend growth and would later be followed by rising inflation and/or deteriorating external payments. I am very grateful to Martin Wolf (January 13) for acknowledging that these forecasts were substantially correct.

The forecasts were not mechanical extrapolations from recent M3 figures. They involved considerable judgment and analysis, as well as much attention to non-monetary variables. It is nevertheless strange that we were virtually the only forecasters to believe that the rise in M3 growth from the 11 per cent to 13 per cent level of the 1981-1985 period to the more recent 15 per cent to 23 per cent range would have powerful effects on economic activity and intensify inflation pressures. Mr Wolf was quite right to point out the contrast between the wrong consensus forecasts and our (mostly) accurate forecast. There seems to be something fundamental here, as the consensus forecasters - who tend to neglect monetary variables - were even more badly wrong in the forecasts they made during and after the Barber boom.

Tim Condon,
28 Alderley Street, SW1.

Wider share ownership

From Mr S.M. Yassukovich.
Sir, The Lex column of January 18 and your leader of January 19 make important contributions to a constructive debate on the question of pre-emption rights.

However, both have missed an important point regarding the relationship between this question and the issue of wider share ownership.

Greater flexibility on pre-emption will not in itself contribute directly to wider share ownership. The point is that such flexibility would be needed to allow for reform in the new issue system which would offer an opportunity to companies to achieve greater balance in share holder registers by directing new issues of equity to individual shareholders.

There are currently no techniques for distributing new issues widely among more shareholders in the UK but there are in the US and in some European countries, notably France.

In 1988 my firm raised nearly \$7.8bn through 92 new issues of equity in the US and worldwide.

Approximately 54 per cent of the shares which we placed were with individual shareholders largely at the specific request of the issuing company.

This percentage even excludes two large funds owned by Citicorp, one of which were placed with individual investors.

In a large global equity capital issue for Citicorp (approximately \$1.2 billion) sold both in the US and internationally, 72 per cent of the US tranche was placed with individuals and 42 per cent of the international tranche was also directed away from institutional shareholders in keeping with the issuer's desire to broaden ownership among individuals.

The crucial aspect affecting rights of shareholders is the question of dilution and it is clearly not the case that less rigorous enforcement of rights of pre-emption must necessarily involve dilution of shareholders' interests.

It is important to note, however, that a great many constraints currently exist which frustrate the development of wider share ownership.

Notable among these are the fiscal bias in favour of collective investment schemes and the absence of large securities distribution networks.

The question of pre-emption rights is a relatively minor and indirect aspect of a complex question but nevertheless deserves continuing examination.

S.M. Yassukovich,
Merrill Lynch Europe Ltd,
Ropemaker Place,
25 Ropemaker Street,
EC2.

FOREIGN AFFAIRS

Bringing down the Wall

Edward Mortimer asks whether Western calls to end the Berlin divide are more than rhetorical

returned to sender with the inscription "try next door." Since the creation of the German Democratic Republic (GDR) in 1949, East Berlin has functioned as its capital and has been treated as such by the Soviet Union. Whether or not the decision to build the Wall in 1961 was taken in Moscow (it must certainly have been approved there) it was, formally, a decision of the GDR authorities, carried out by units of the GDR Volkspolizei

parade of respect for the "sovereignty" of East European satellites when they are violating human rights seems thoroughly disingenuous, given past Soviet treatment of that sovereignty in practice; especially so in the case of the GDR, an entirely artificial state which owes its very existence to Soviet fiat. The trouble is that the West itself has long since sold that particular pass. All Western countries, including the three Western occupy-

enthusiastic as anyone about the Gorbachev phenomenon, and more inclined than most to draw optimistic conclusions from it about the future of central Europe. Of course they are very well aware that Mr Honecker and his comrades are a bunch of incorrigible old Stalinists who want no truck with perestroika or glasnost. But they are also much more aware than, say, Britons or Americans, that while the Soviet attitude to Berlin remains rigorously unchanged, the East German attitude has changed and is probably still changing in many small but practical ways which have considerable significance for the day-to-day life of the city.

This point was stressed by Mr Eberhard Diepgen, the Governing Mayor of West Berlin, when he spoke at a Royal Institute of International Affairs lunch on a recent visit to London. Among the latest examples he cited were agreements on a joint electricity grid, and on cultural and scientific exchanges. Broadly speaking, it seems that Honecker and Co have given up trying to isolate West Berlin or squeeze it into submission, and are treating it instead as a channel through which tourists and other bearers of hard currency can be attracted into the GDR.

The Wall itself remains an ugly and offensive gash across the middle of the city. But it is no longer the scene of the bloody and tragic incidents which cost 72 people their lives in 1961, because for East Germans to get to the West is no longer so difficult as to be worth risking their lives. It could probably now be pulled down and replaced by a less menacing frontier fence without making much practical difference.

There is a Western phobia that Moscow will tempt Bonn into neutralism by dangling the carrot of German reunification

and "Combat Groups of the working class".

It is true that subsequently, in the 1971 Quadripartite Agreement, the Soviet Union confirmed that Berlin as a whole remains the responsibility of the Four Powers which occupied it in 1945, and confirmed the right of West Berliners to visit both East Berlin and the GDR. But it continues to treat East Berliners as citizens of the GDR, over whose rights and freedoms the GDR authorities have sole jurisdiction.

In Vienna last week Mr Edward Shevardnadze confirmed that that position has not changed. The Berlin Wall was not a matter for the CSCE, he said. "Every state builds its frontiers as it considers necessary, and one must proceed from that. One must respect the sovereignty of states."

To the West this Soviet

ing powers in Berlin, have recognised the GDR and established their embassies to it in East Berlin. Their nationals go back and forth through the Wall every day, showing their papers to East German border guards. To all intents and purposes they accept that East Berlin is part of the GDR and that the Wall is an East German phenomenon.

The general Western attitude is that that is a pity. If only nice Mr Gorbachev were in direct control, we tend to think, of course he would pull down that nasty Wall. What a shame that his predecessors handed East Germany over to horrid Mr Honecker, so that now Mr Gorbachev can't do anything about it without betraying his own principles.

The attitude of West Germans, and perhaps especially of West Berliners, is subtly different. Of course they are as

But West Berlin is going to remain a Western enclave inside Eastern Europe. That was decided in practice in 1949, and what is surprising if anything is that the GDR survived for 12 years after 1949 before it got round to plugging such a large, wide open gap in its physical frontier. The offensive anomaly of a carefully controlled state frontier dividing a city in two is likely to remain for some time yet - for as long in fact, as Europe remains divided into East and West. When Mr Shultz and Sir Geoffrey Howe call for its removal they are in fact calling for the end of that division, which would probably also mean the end of the existence of the GDR.

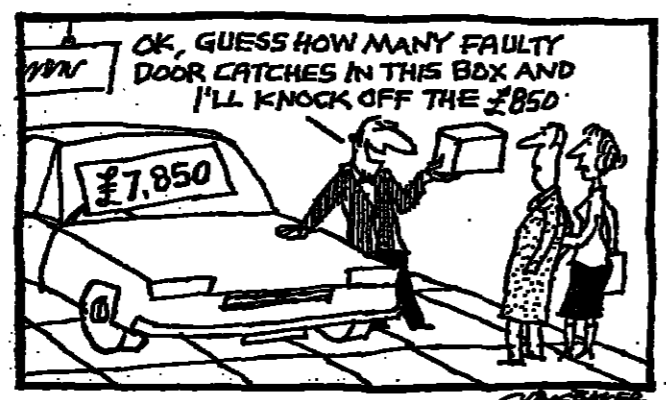
Bonn and Moscow: A Partnership in Progress? By Robin Laird, Institute for European Defence & Strategic Studies, 1988.

No waste

From Mr B. Higgs.
Sir, Mr Balze asks for financial support to the agricultural community to be de-coupled, with social needs being met by social grants rather than by artificially high commodity prices (Letters, January 19).

Efficient farming can be carried on with full regard for the environment. Research shows that fertiliser applications can be related closely to yield. In other words, optimum nitrogen applications are fully taken-up by the crops. Farmers appreciate that to over-apply fertiliser is to waste money.

B. Higgs,
The Fertiliser Manufacturers Association Ltd,
90-93 Concorde Street, EC1.



Suggesting a better deal

From Mr Andrew Jeffery.
Sir, Following your report, "Car makers offer dealers bonus for hitting targets" (January 17), it appears that the volume car manufacturers are encouraging dealers to give discounts to boost sales volumes.

I fail to understand why the manufacturers should decide to choose this route, as it only leads to greater depreciation, lower standards of after-sales care, reduced manufacturers' profits and reduced dealer margins.

If the car manufacturers insist on chasing market share and volume, would it not be

better to stimulate car sales by other means?

Providing higher standards of customer care, realistic retail prices, better level of standard equipment, more effective marketing of the product benefits, enhanced product quality, improved customer contact and research, and more professional dealer activity are some examples.

Surely this would be more beneficial to the consumer, the dealer, the manufacturer and the nation.

Andrew Jeffery,
5 Cusfield Crescent,
Pulwood,
Sheffield.

Absorbent

From Mr P.D. Stephenson.
Sir, We are tearing our 11th issue of Golden Review-journal on a bed of sorrows. On behalf of the puppies may I say that while they do not necessarily find your paper the most absorbing by content of the quality papers, it is undoubtedly the most absorbent.

P.D. Stephenson,
5 Lane,
Eckington, East Sussex.

Zambian agricultural production should benefit rural dwellers

From Mr Adrian Wood and Mr Stuart Keen.
Sir, Nicholas Woodworth's article, "High tech irrigation opens Zambian locks" (January 13), presents a very one-sided view of the Gwembe Valley Development Company's scheme.

The article ignores the fact that the goal of increased agricultural production must be the improved welfare of all Zambia's people, rural dwellers as well as urban.

Indeed, the article suggests that the goals of production are to satisfy the needs of the urban population; specifically wheat to provide bread for those in town, and cotton to earn foreign exchange for imports required primarily by the urban economy.

No attention is paid in the article to the project's impact on the Gwembe Tonga and the

cost they are paying for a scheme which benefits them little. No mention is made of the fact that 1,000 families were required to give up their land, and face a second relocation within a generation. (The first was the Kariba dam, another scheme which served the urban economy and deprived the Tonga of valuable alluvial land.)

The project assumes that compensation and employment opportunities are adequate recompense for further land alienation, but there is insufficient unused arable land within the district to support the displaced farmers, while that which is available has lower fertility.

The article bemoans the failure of farmers in the area to take up the wage opportunities offered by the scheme. Yet

with employment opportunities so limited and variable in Zambia today there are very few farmers who are prepared to give up the relative security of producing their own food.

Indeed, the relocated villagers have been told that the scheme which has undermined their security, and it has suffered several sabotage attacks. Such a situation could pose a threat to the project's long-term viability which envisages expansion to twice the present size.

Production of cotton through such schemes is also questionable when their foreign exchange costs are higher than those of small-scale producers. Indeed, the development impacts of small-scale producers, in terms of multiplier effects and improved rural incomes, are generally much greater than those from large-

scale schemes. Outgrowers around the nucleus estate could have produced such benefits.

While Zambia's difficult economic situation forces it to look for overseas capital in order to finance much of its development, schemes such as GVDC's are not the only option.

Greater attention should be paid to using the skills and resources of foreign agricultural companies to support the development of small-scale producers, through initiatives such as improved service provision, thereby creating more widespread development. This can still produce profits but with lower costs borne by the local communities.

Adrian Wood,
Buddersfield Polytechnic,
University of East Anglia.

Correcting the defects of EC dumping regulations

From Mr Brian Hindley.
Sir, When high officials obfuscate, ordinary citizens should keep a tight grip on their wallets. Mr Krenzler (Letters, January 19) argues against the notion that "no dumping should be found when a Japanese producer markets its product at identical prices in both Japan and the Community". But the grounds on which he rejects that apparently innocuous proposition are specious.

Everyone agrees that dumping calculations should take account of "ocean transport, insurance, handling, customs duties and so on."

In the context of a debate about the merits of anti-dumping methodology, it is therefore sensible to set them on one side so that matters of central concern can more easily be addressed.

The numbers in my article (January 9) are intended to be read as part of all of these factors. I should have been more explicit. It did not occur to me that the point could be misunderstood.

Mr Krenzler's second ground for rejection lies in his assertion that the marketing companies of Japanese manufactur-

ers have different functions in Japan and the EC.

In my example, however, the EC and Japanese marketing companies have exactly the same functions and the EC methodology still produces a 30 per cent dumping margin. Alternatively stated, the defects in the EC methodology remain when the differences in function alleged by Mr Krenzler are accurately taken into account.

Simple numerical examples have so many potential advantages for one side of this discussion as for the other. I claim that with my numbers, the EC methodology will produce a dumping margin of 30 per cent.

That is a precise proposition and it is open to Mr Krenzler to say that it is wrong; that I have, for example, neglected a provision of this or that article, or an element of procedure that, when taken into account, produces the warranted dumping margin of 0.

That Mr Krenzler does not do that, but concentrates instead on peripheral issues, might be taken to be obscuration.

But perhaps it is not. Perhaps the higher echelons of the

Commission actually do not recognise the biases in the EC methodology. I have conjectured that the Commission thought that it could conceal its new protective device in a cloud of technicality.

Perhaps the same cloud conceals it from senior members of the Commission - they prefer to wander around the top floors of the Beaulmont, telling one another that EC anti-dumping policy is "incontestably the most liberal in the world", while at the same time ignoring the mechanics of how those useful dumping margins are derived.

Mr Krenzler could have saved his staff the trouble of gathering the statistics in the first part of his letter had he read my article more carefully. I do not suggest that the Asian-facing ramparts of Fortress Europe are already in place.

I suggest that manipulation of anti-dumping policy is the foundation stone for ramparts that are still in the mind of the architects.

The EC has been experimenting with its new anti-dumping policy for the past four or five years, at first cautiously, now with more confidence - and

with correspondingly higher anti-dumping margins and duties.

Fortress Europe's ramparts have not yet appeared in their full majesty. They inevitably will if EC anti-dumping policy continues on its present course.

If Asian exporters are sure that they will be hit by anti-dumping duties if they sell in the EC at not-dumped prices, they will charge higher prices than that (which may explain the failure of the Commission to find dumping in the cases referred to by Mr Krenzler). If they do not raise their prices by enough, their aggrieved Community competitors will suggest that they do - and, backed up by credible threats of anti-dumping action, that is not a suggestion to be taken lightly.

Mr Krenzler rejects the idea of Fortress Europe. Were he to place his very considerable influence behind an effort to correct the defects of current EC anti-dumping regulations, that rejection would acquire more substance.

Brian Hindley,
Trade Policy Research Centre,
1 Gough Square,
Fleet Street, EC4.

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TRIDENT SONAR AHEAD OF SCHEDULE

Three months ahead of schedule and within target costs, Plessey has delivered the Sonar 2054 prototype system for the Royal Navy's Trident submarine programme.

The pre-production system is almost complete and is expected to be delivered by the target date.

Valued at more than £100 million, the incentive-based Sonar 2054 development contract was awarded to Plessey in December 1983.

Manufacture and assembly are being undertaken at Newport, Gwent.

EXTRA PROFIT

An incentive-based contract is one where a supplier gains extra profits if the price is kept below an agreed target figure.

Plessey also has fixed-price contracts, each worth about £20

million, to build two production systems.

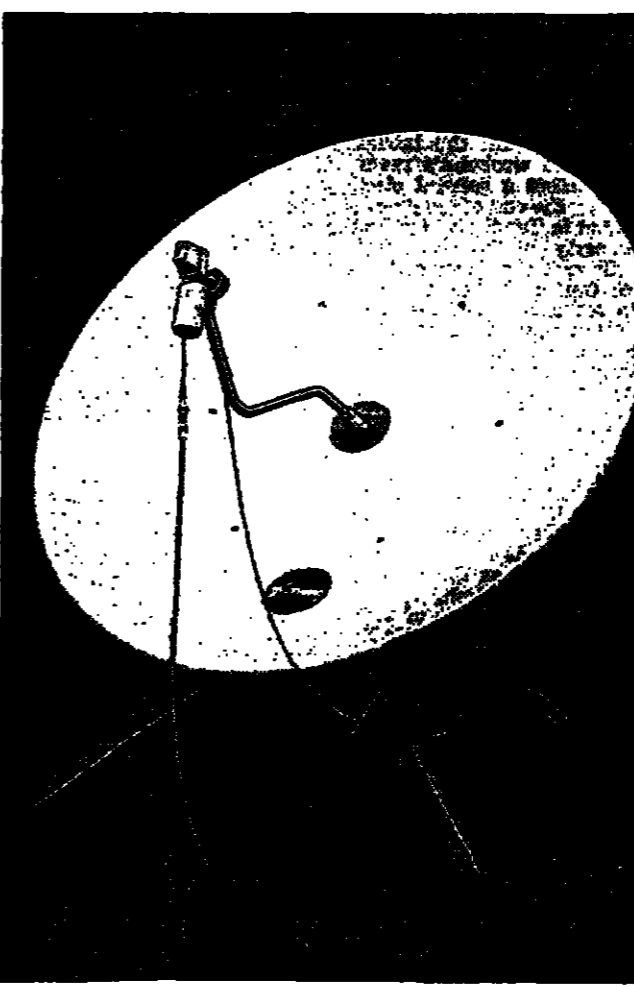
Many of the benefits gained from the Trident contracts in terms of technology and costs are being passed on to other Plessey sonar systems.

This will make them more marketable to the world's navies and help secure the position held by the company as a world leader in sonar systems.

MAJOR SATELLITE COMPONENT ORDER

A major order for two million microwave field-effect transistors for use in Astra direct-broadcast-by-satellite receivers has been won by Plessey from Cambridge Computer.

The order follows the successful completion of a microwave receiver design programme undertaken by Plessey at its plant in Towcester in collaboration with Cambridge Computer.



PLESSEY CHIP KEY TO EFTPOS SECURITY

A very high-speed microchip has been developed by Plessey for use in public key encryption and authentication processing for finance and corporate networks.

Its first application will be in the security subsystems Plessey is supplying for EFTPOS - the UK system for national electronic funds transfer at the point of sale.

These security subsystems protect transaction messages against accidental alteration and deliberate fraud by generating a digital signature at the retailer's terminal.

EFTPOS, which will go live this year, will be the highest-performance public key-based secure network in the world. It is already attracting interest from other countries.

In supplying the EFTPOS security subsystem, Plessey will be drawing on its extensive experience of large software systems, engineering contracts and associated security hardware.

The company provides commercial, governmental and military users with a range of systems for secure military and paramilitary communication by radio, telex, facsimile and data and for computer network access control.

VOLUME PRODUCTION

Plessey is the only volume European producer of FEET capable of handling orders of this magnitude.

The Astra receiver will be the only one on offer in Europe based entirely on European microwave technology and devices.

The Cambridge Computer system represents a technological breakthrough that will enable the company to sell at a price considerably lower than any current offering, whilst maintaining high performance and quality. The system is expected to be in the shops by March.

GALLIUM ARSENIDE

In collaboration with Cambridge Computer, Plessey expects to be switching to gallium arsenide monolithic

A demonstration direct-broadcast-by-satellite receiver undergoing tests.

microwave integrated circuit designs later this year to further reduce volume prices and maintain its position in the front line with Japanese and US competition.

Plessey also expects to provide for each receiver a silicon decoder chip and a surface acoustic wave IF filter. Both are available in Europe only from Plessey.



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FINANCIAL TIMES

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Troops defeat civilian rebels at Argentine barracks

By Our Foreign Staff

ARGENTINE troops yesterday regained control of an army barracks near Buenos Aires after four hours of heavy fighting against civilian insurgents who had earlier stormed the base.

According to a local news agency, between 30 and 30 people died in the fighting. An officer on guard outside the La Tablada barracks said most of the rebels - estimated by police at about 60 and including several women - had been "eliminated".

The rebel group, calling

itself the "New Argentine Army", stormed the Third Infantry Regiment base at La Tablada shortly after dawn. It broke through the main gates in a stolen Coca-Cola lorry and threw grenades at buildings where soldiers slept.

Three buildings were set on fire, including a military prison where several armed forces officers convicted for human rights violations are serving sentences, and a radio tower was shot down.

A spokesman for President Raul Alfonsín called the insur-

gents "delinquents". Pamphlets scattered by the group said it supported the leaders of three failed army rebellions over the past two years.

The pamphlets said the group had been formed to "combat Marxist subversion within the government" and was against the Radical (governing party) campaign to destroy the army.

Speculation was divided over whether the rebels were supporters of Col Mohamed Ali Seineldin, who staged a military uprising in early Decem-

ber, or whether they were left-wing extremists.

Col Seineldin, however, distanced himself from the rebels. Radio reports quoted him saying he knew nothing about the insurgency.

Police and army troops of the Tenth Mechanised Infantry brigade arrived to suppress the rebels at 11am and fighting intensified after noon as troops, supported by mortar fire and armoured cars moved against the insurgents.

As the firing intensified, police ordered civilians to evac-

uate the streets surrounding the base. Police and onlookers were forced to drive for cover.

At the outbreak of the crisis the guard was increased at Casa Rosada, the presidential palace.

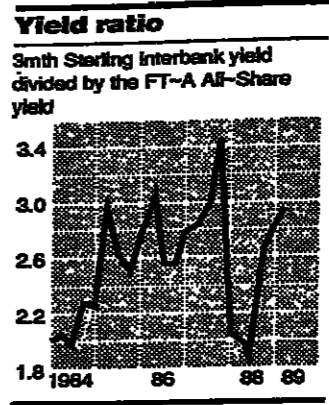
Cabinet ministers on holiday at the Argentine resort of Tinamar, including Mr Horacio Jansamena, the Defence Minister, Mr Dante Caputo, the Foreign Minister, and Mr Juan Sourralle, the Economy Minister, flew back to Buenos Aires when they heard of the incident.

Daimler moves down a gear

The market was in no doubt yesterday that the latest in the interminable Daimler/MBB saga was bad news, but then it probably would have thought that anyway. Daimler may well be right to secure control of MBB at once, but shareholders could only see further earnings dilution, and conclude that an even bigger rights issue would be needed to pay for it.

The 12 per cent plunge in Daimler's shares in the last three weeks has been a little like the company itself: slow to start, but hard to stop once it gets going. Six months ago it was clear to many analysts that earnings are on a falling trend until the new car model comes to the rescue in 1990 or 1991. However, it was not until the Stuttgart town council let slip that Daimler's rates bill was shrinking - implying that its earnings were doing likewise - that the shares got the message.

In other circumstances the MMB deal might have been dressed up to look like a gift from the taxpayer to Daimler's shareholders, but with a 10 per cent fall in 1988 earnings already expected and 5 per cent more in 1989, a further 10 per cent or so dilution from MBB is particularly unwelcome. The shares are now at their lowest against the market for nearly five years, and in the longer term may be a screaming buy. But given the market's speed of response - not to mention the company's touchingly honest assertion that it plans a rights issue in the middle distance - recovery may be some time off.



terms cannot expect any particular loyalty from their bankers. But there was a time, not so very long ago, when clearing bank boards were awash with the directors of their corporate customers because this was a good way of retaining their business. While the banks may doubtless argue that these days are long gone, there is still a suspicion that some banks are playing by their own set of rules. If the clearing banks were subject to the same threat of takeover occasionally, it would probably do wonders for their performance. Over the last 15 years, Barclays shares have underperformed the market by almost 50 per cent, while GEC's shares have outperformed by more than a third.

Dali: surreal in death as in life

Peter Bruce reports on the financial intrigue of an artistic legacy

FOURTEEN days from now, the last will and testament of Salvador Domingo Felipe Jacinto Dali Domenech Cusi y Fargas will be opened by a notary, probably in the small Catalan hamlet of Pubol, the site of a run-down fortress he repaired for his late wife Gala.

Dali, the world's most prolific surrealist painter, died yesterday morning in a clinic in nearby Figueras, where he was born 84 years ago. He leaves in his wake probably the most turbulent history of any Spanish artist this century and the opening of the will is not likely to mark the end of it.

For the past six years Dali has been virtually bed-ridden. But his penchant for the grotesque - long hair, waxed moustache and funny clothes - was suddenly made real when one saw pictures of an emaciated figure, usually being lifted into ambulances, with feeding or oxygen pipes up his nose while his long fingers play limply about his sheets.



Contrivance surrounds his three ministers who made it virtually impossible for anyone to see him since he first took to bed in 1982 after Gala died. They are led by a French photographer, Mr Robert Descharnes, who first met the painter 40 years ago. And they have been accused by art collectors in the US and Europe of endangering Dali's fortune while also trying to secure the intellectual rights to all his work until the year 2004 through a Dutch trust, Demart Pro Arte, which they administer. Mr Descharnes has always claimed to be doing the artist's bidding.

The trust is in financial difficulty. Mr Descharnes has admitted, largely because of the costs involved in chasing down hundreds of Dali forgeries. In 1987, the trust spent \$1.2m alone in court battles. A \$1.5m bank account in New York is said to have dwindled to almost nothing.

The three guardians came under particularly heavy criticism in 1984 after a mystery fire broke out in the tower of the Pubol castle where Dali had closeted himself. The painter was badly burned but was only delivered to hospital 19 hours later, after being

dressed in a smoking jacket and a turban, and driven to the Figueras museum to inaugurate a memorial to Gala.

But the remaining legacy is huge, possibly worth close to \$200m. Some of the 600 paintings in the Dali museum in Figueras (where he is to be buried tomorrow), guarded by Mr Descharnes, Antoni Pitxot and Miguel Domenech, are estimated to be worth several mil-

lion dollars each. The will should say where they go.

Most of the paintings stay in Spain, but his guardians, the Catalan Government, the city of Barcelona and the central Government all have more than a passing interest in the collection. The only certainty is that nothing will go to Dali's sister, Anna Maria, whom he disliked. When she sneaked past his guardians to visit Dali

after the fire, he greeted her with the words: "Get out of here, you old lesbian."

The trouble with Dali's legacy is largely of his own making.

He was naive and glib, but driven by the need to finance his florid lifestyle and the apparent greed of his wife, who tormented him to encourage him to work. About 20 years ago Dali began signing blank sheets of paper under the impression that the sheets would be used to print signed lithographs of his work. One former secretary, Mr John Moore, has said Dali signed more than 350,000 blanks.

It was never clear what would be printed on the blanks and their substance and thousands of forgeries - Mr Moore counted 678 different "Dali" signatures - have ruined the value of his work on the market. He painted or drew more than 10,000 pictures in his lifetime and the Spanish forger Manuel Pujol once testified that he forged hundreds of Dali's paintings at Gala's behest.

Mr Giuseppe Alharetto, an Italian collector who claims to own the world's biggest private Dali collection, said yesterday that even Dali's signature on the documents giving Demart rights to his work in 1986 is false. He insists that Dali gave him rights to reprint the sublime El Cristo del Valles when he bought the work, and that Mr Descharnes has since tried to sell the rights.

Gala's own will forms part of the row that will break out in two weeks' time. She had no time for Mr Descharnes and gave most of her large collection of Dalis, Picassos and Chiricos to the State. But she made Dali her trustee.

Whether Demart has rights to her Dalis, or any others in private hands, will occupy lawyers around the world for many years. But only the sorry fact that Spain has lost the last of its truly great artists mattered yesterday. His bizarre private life, his dalliance with Franco and his appalling lack of care for his work were another bribe by hundreds of tributes to a gifted but essentially harmless old Catalan. **Obituary, Page 13**

Peru faces austerity measures, says Garcia

By Veronica Baruffati in Lima

PRESIDENT Alan Garcia of Peru has warned the country that it faces drastic austerity measures if it wants to restore relations with the International Monetary Fund and World Bank to gain access to fresh loans.

He said on Sunday that an IMF team would visit the country next week "to study the economy and propose a much tougher programme than the so-called economic packages we have been having." He added: "It is difficult to talk about the IMF, but, cost what it may, we have to salvage the economy."

Peru has accumulated arrears of \$60m on its foreign debt and its performance has rendered it ineligible for World Bank or IMF funds. The country has sought to mend fences with the multilateral institutions over the last few months, with secret contacts believed to have taken place between President Garcia and Mr Arjun Sengupta, a special representative of Mr Michel Comdessus, the IMF managing director.

In a 10-minute television appearance on Sunday, Mr Carlos Rivas Davila, Peru's Finance Minister, reported on his recent trip to Washington, where he spoke to representatives of the international financial community.

He spelled out some of the terms which Peru would have to meet if it wanted to negotiate fresh loans which would include a symbolic payment of \$30m to the IMF as a token of goodwill to repay its debt.

This would involve drawing up a shock economic programme, the main objectives of which would be to eliminate all subsidies; the unification of the official exchange rate in line with the parallel dollar rate, at present almost triple the highest official rate; an end to the indexation of wages; and the introduction of an austerity programme aimed at eliminating the fiscal deficit which equalled 15 per cent of Gross Domestic Product in 1988.

Mr Rivas did not clarify whether the Government had agreed to make the symbolic payment.

Mr Garcia also announced an oil discovery in a jungle region with deposits estimated at 600m barrels, AP reports.

The discovery, he said, was by Occidental Petroleum in La Cumbre in Ucayali, north-east of Lima.

Occidental, Steven Butler adds, has drilled to a depth of 9,300 ft and encountered encouraging signs of oil, but the well has not reached its target depth. It has yet to be logged or tested, making it impossible to determine whether oil exists in quantity or can be commercially produced.

Banks intervene to curb dollar

Continued from Page 1

DM1.8386, compared with DM1.8436 on Friday, and at Y127.8 compared with Y128.35 in New York it closed at DM1.8319 and Y127.44.

European monetary officials explained that their strategy was designed, in part, to remind the market that currencies could fall as well as rise. They said their intervention appeared to have been moderately successful and that they were taking market developments a day at a time.

The move by the central banks to intervene again yesterday left many in the market speculating that further dollar sales by them could turn market sentiment dramatically. This was on the basis that if traders could not buy the dollar because of central bank intervention then they would sell it.

In general, however, they said the dollar was still well supported by the current structure of short-term interest rates relative to others in the world.

Gandhi reviews local election setbacks

By David Housego and K. K. Sharma in New Delhi

MR RAJIV GANDHI, the Indian Prime Minister, and leaders of the Congress (I) Party were yesterday busily reviewing the party's electoral prospects in the light of the two big reverses they suffered over the weekend.

In the southern state of Tamil Nadu, the regional Tamil party the Dravida Munnetra Kazhagam (DMK) won more than two thirds of the seats in the new assembly with the Congress Party coming a poor third. In the central Hindi-speaking state of Madhya Pradesh, Mr Arjun Singh, a former close associate of Mr Gandhi, was yesterday replaced as Chief Minister after the High Court endorsed corruption charges against him.

The one consolation for the Congress Party was that in the small north-eastern states of Nagaland and Mizoram which also went to the polls on Saturday, it was leading comfortably over its rivals yesterday.

The focus of the Congress Party strategy review was on

how to regain the initiative after the weekend's reverses and before a general election due by the end of the year. The defeat in Tamil Nadu rules out an early poll.

In previous times of trouble Mr Gandhi's instinct has been to reshuffle his Cabinet. This option remains a possibility. New Delhi has been full of talk in recent weeks that Mr Narasimha Rao will be replaced as Minister for External Affairs with possibly Mr S. B. Chavan, the Finance Minister, going as well. A Cabinet reshuffle could be imposed on the Prime Minister if he should choose a minister in the central Government to take over from Mr Arjun Singh as Chief Minister of Madhya Pradesh.

The disadvantage of switching ministers is that Mr Rajiv Gandhi has done it too often to gain further political mileage from the exercise. A further Cabinet reshuffle risks being dismissed as a cosmetic gesture - and one likely to diminish the efficiency of govern-

ment because new ministers would barely have time to learn their jobs before a general election.

More worrying for Mr Gandhi, the defeat in Tamil Nadu is bound to raise questions among senior Congress leaders over his vote-winning capabilities. Tamil Nadu is by no means the first time that Mr Gandhi has committed his personal prestige by campaigning intensively. In West Bengal the result was also a damp squib.

The questioning of his leadership is also likely to encourage squabbling within the state Congress parties. Splits are currently undermining the local Congress Party leadership in Bihar, Maharashtra, Gujarat, and Madhya Pradesh.

Mr Gandhi's strong point is that the Government's own intelligence services have been reporting that in the Northern Hindi belt - where national elections are won or lost in India - his popularity has been on the increase since the

summer.

But this upward trend has not been confirmed by the results of the regional elections in the north. In most towns the Congress Party did not contest these directly. But the advances made by the Hindu communal party, the Bhartiya Janata Party (BJP), have been taken as a reverse faith by the Congress Party.

For the Opposition, the main lesson to be drawn from the poll is that if their alliance holds firm they stand a good chance of defeating the Congress Party at the next election. In the last resort, the DMK gained a landslide victory in Tamil Nadu because its opponents were divided among themselves.

Since they formed the National Front coalition in September, the opposition parties have been increasingly quarrelling over policies and leadership. Mr V. P. Singh, the Front's acknowledged leader, has taken a firmer hold over his troops since the new year.

WORLD WEATHER

Area	Temp	Wind	Cloud	Vis	Area	Temp	Wind	Cloud	Vis
Algeria	18	10	0	10	London	10	10	0	10
Amman	12	10	0	10	Madrid	12	10	0	10
Baghdad	18	10	0	10	Moscow	5	10	0	10
Bangkok	28	10	0	10	New Delhi	15	10	0	10
Bombay	28	10	0	10	Paris	10	10	0	10
Brussels	10	10	0	10	Rangoon	28	10	0	10
Calcutta	28	10	0	10	Seoul	5	10	0	10
Cairo	18	10	0	10	Singapore	28	10	0	10
Colombo	28	10	0	10	Tokyo	5	10	0	10
Dhaka	28	10	0	10	Washington	10	10	0	10
Hong Kong	28	10	0	10	Yokohama	5	10	0	10
Jakarta	28	10	0	10					
Kuala Lumpur	28	10	0	10					
Manila	28	10	0	10					
Medan	28	10	0	10					
Perth	18	10	0	10					
Rangoon	28	10	0	10					
Seoul	5	10	0	10					
Singapore	28	10	0	10					
Taipei	18	10	0	10					
Tokyo	5	10	0	10					
Yokohama	5	10	0	10					

Attack on EC policy

Continued from Page 1

Mr Henderson says the EC approach to reciprocity in the services sector "may in fact raise problems" with established OECD agreements in this area. It is also starkly in conflict with the non-reciprocal approach to liberalisation of the services sector in the EC itself. The EC's expectations that the single market would serve "as a much-needed shot in the arm" for the world economy are going too far, he adds. The single market could,

however, set in train an investment boom that would lead Europe's current account balance of payments to swing into deficit which would be associated with a rise in the real exchange rate.

There are also policy concerns about the EC's own payments balances. "If not checked, the growth of these imbalances could pose problems for the implementation of the single market."

1992: *The External Dimension. The Group of Thirty, 23 St Mary at Hill, London EC3P 3AJ, 27.*

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INTERNATIONAL COMPANIES AND FINANCE

NZ acts on Equiticorp collapse

By Dai Hayward in Wellington

THE NEW Zealand Government has frozen the local assets of 94 companies under the control of Equiticorp International, pre-empting plans disclosed on Friday by the troubled investment group to call in provisional liquidators this week.



Geoffrey Palmer: more protection for investors

Four Government-appointed statutory receivers have now been charged with carrying out an orderly sale of assets in what is New Zealand's biggest ever corporate collapse.

It will take some weeks for the receivers to determine the value of these, but Mr Colin Patterson, chairman of the Securities Commission, which supported the Government move, said yesterday that the New Zealand assets were probably greater than domestic liabilities.

Mr Geoffrey Palmer, Justice Minister, revealed that Equiticorp's failure was precipitated by the refusal of the group's bankers, at a meeting in Australia last week, to extend further credit.

announcement made on Friday in Australia that it was appointing a provisional liquidator did not apply under New Zealand law. Mr Hawkins moved control of regional operations to Sydney last May while reincorporating in the UK.

In New Zealand, only a court can appoint a provisional liquidator. This had some time to occur, said Mr Palmer. The appointment of statutory receivers by the Government would protect creditors and shareholders "and indeed New Zealand generally." All the companies affected could continue trading.

Among the debts are NZ\$25m owed to Fisher and Paykel, a 30 per cent owned white goods maker, and NZ\$100m to the Australian-based Elders Resources NZFP. "The conduct of the companies in the Equiticorp group cover a wide range of trading activities, including agricultural products, the Equiticorp Finance merchant bank, several other finance companies and investment groups, tourism and property development. One of the smallest operations, a provincial stockbroker called Ararimu Partners, yesterday ceased trading and was declared by the Stock Exchange to be in default. Fisher and Paykel is excluded from the Government

receivership order, as is the 80 per cent owned NZ Steel. Mr Palmer said Fisher and Paykel was separately managed and the Equiticorp collapse would not affect its viability. NZ Steel - the privatised steelmaker which Mr Allan Hawkins, the Equiticorp chairman, has been trying to sell - noted on Friday that its finances were separate from those of its parent.

The move also has no direct effect on Equiticorp's 81 per cent stakes in GPG and Guinness Mahon Holdings, the British financial services companies. The holdings are to revert to a group of secured bank creditors.

Meanwhile BTR Nylax, the 82 per cent Australian subsidiary of the UK's BTR industrial group, said yesterday that its offer for Feltrax International, a quoted manufacturing subsidiary of Equiticorp, had been accepted with acceptance totalling 99.4 per cent would proceed compulsorily to acquire the remainder. Although yesterday was a public holiday in New Zealand, the statutory receivers, headed by Mr Fred Watson of accountants Peat Marwick, wasted no time moving into the boardroom of Equiticorp. The Government also intends to appoint an advisory committee to assist the receivers because of what Mr Palmer described as "the competing interests involved."

HK group 'undaunted' by Bear Stearns


By John Elliott in Hong Kong

JARDINE Strategic Holdings of Hong Kong is undaunted by a challenge to a US\$6.4m partial settlement reached in principle last week on \$178m to \$200m lawsuits relating to its aborted purchase of a 20 per cent stake in Bear Stearns, the Wall Street brokerage.

This follows a Bear Stearns announcement on Friday that it was opposing a proposed out-of-court settlement for nearly half the total claims reached in New York the previous night by Jardine with four representatives of a public shareholders' class action.

Mr Greg Terry, Jardine Strategic's senior in-house lawyer, said in Hong Kong: "Our proposed agreement will still go forward to a judge to be certified and we still expect the settlement to go through." The class action which led to the proposed settlement was brought against Jardine by five representatives of public shareholders. Four have backed the proposal. However the fifth, a former Bear Stearns partner, is believed to have said at the time of the proposal that he was neutral. There have been reports that he has come out in opposition. Following the October 1987 market crash Jardine Strategic, the main investment arm of Hong Kong's Jardine Matheson trading group, cancelled a deal made the previous month to buy into Bear Stearns.

This announcement appears as a matter of record only



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BANQUE INDOSUEZ
Agent

December 1988

Chhabria lays siege to Gammon India

By Gita Piramal in Bombay

GAMMON INDIA, a Bombay-based civil engineer, is under siege from Mr M.R. Chhabria, a Dubai-based businessman of Indian origin, who has reportedly bought nearly 80 per cent of the company and is seeking a seat on the board.

At a meeting on Sunday, however, directors of Gammon decided not to register the shares. They plan to refer the case to the Company Law Board (CLB).

Although this temporarily thwarts Mr Chhabria, the fight

for the Rs103m (\$6.7m) turnover company - which built the Gateway of India, a notable monument of the British Raj - may still be tilted in his favour.

In the last five years, Mr Chhabria has created India's eighth largest business group, almost entirely through takeovers. Indian interests of the Rs11.1bn Chhabria group include tyres, liquor, electronics, engineering and paint.

Moreover, management of Gammon India - headed by Mr J.N. Bates, chairman, and Dr T.N. Subba Rao, managing director, has encountered difficulties in mounting its defence. When a Gammon shareholder requested a list of the company's shareholders the Gammon management correctly interpreted this request as a Chhabria ploy to institute a proxy war, but in delaying handing over the list left itself open to a lawsuit alleging discrimination.

The dispute has led to an altercation at the Gammon

offices when a shareholder's representative came to submit proposals for the appointment of directors at the annual meeting to be held on January 31.

Business dances a rumba in Brazil

John Barham on a surprising year of big corporate profits

Brazilian businessmen are celebrating one of their most profitable years ever. Despite intense uncertainty, with inflation up by a record 834 per cent in 1988 and economic growth a negligible 0.04 per cent, private company profits look set to better the average 24 per cent return on net worth in 1987, itself a difficult year for Brazil.

The results are all the more surprising since executives had been complaining all year about weak political leadership, ineffective economic policies, the growing burden of government debt, rising taxes and the new constitution introduced in October. But Mr Milton da Nobrega, the Finance Minister, told a business gathering last month: "You have nothing to complain about."

Analysts give three reasons for the companies' big profits: vigorous exports, suspension of price controls for most sectors and high interest rates.

Brazilian companies became net investors on financial markets soon after the onset of the debt crisis in 1982. And, to some extent, accelerating inflation actually helped to increase profitability, seriously affected by price controls in 1987.

Consumer goods manufacturers are enjoying their profit margins all the more easily because of the confusion created by rapidly changing prices. Official figures naturally exclude the burgeoning underground economy, which accounts for almost 30 per cent and 40 per cent of industrial output.

Only the largest multinationals have announced their preliminary profits. Autolatina, the company which controls Ford and Volkswagen in Brazil, should have a net profit of \$250m to \$300m, after losing \$218m in 1987. Royal Dutch Shell's estimated 1988 net profit rose to \$13m in 1988, a 150 per cent increase in dollar terms over 1987. Rhodia, the local subsidiary of France's Rhone-Poulenc, should make \$98m, almost twice its 1987 \$50m profit.

However, the outlook for the future is, as ever in Brazil, unpredictable. The country is in the same state of permanent uncertainty as it was a year earlier. Businessmen think the new anti-inflation Summer Plan may cause a recession. More miracle cures and muddling through will simply stoke inflation. Any reduction in foreign debt service payments, "will be frittered away on buying votes at the November election and not on making overseas investments."

There is little chance that improving profitability will spark a resumption in economic growth. Companies are shedding labour because they are fearful of the future. Employment in São Paulo, Brazil's industrial heartland, fell 2 per cent in 1988. Production fell 3.3 per cent in the year to November.

Furthermore, many of last year's successes were won on international markets, but growth in world demand is likely to cool this year. Nonetheless, some observers say companies could be reactivating investments, with multinationals leading the field. Autolatina has said it will invest \$1.5bn over three years, while Rhodia is to beef up its \$70m plans to \$120m.

Mr Stephen Charles Kanitz, an accounting professor at the University of São Paulo, found that all 62 leading companies he surveyed are reinvesting almost 100 per cent of their profits. Arthur Andersen found that indebtedness is beginning to creep up, a sign of rising investments. The car, components and engineering industries have increased their investments the most.

Surveys have also detected a change in business attitudes. Brazilians are notorious for their tactical, speculative, short-term outlook. But Mr Kanitz wrote in an essay published by the Folha de São Paulo newspaper that the most successful of the 62 companies he examined have begun adopting a more mature, entrepreneurial, strategic mentality.

Mr Umberto Aprile, an executive at Unilever's Gessy Lever subsidiary, told Mr Kanitz that "our philosophy is (to do) a lot of long-term planning. We can't keep changing our strategy because of a short-lived crisis."

Investcorp advances net profits 60.4%

By Gordon Cramb

INVESTCORP, the Bahrain-based investment bank which last year gained effective control of Gucci, the Italian luxury goods house, lifted 1988 net profits 60.4 per cent to \$46.2m.

The seven-year-old company, which has gained prominence by linking with managements to take medium-term stakes in US and European brand-name manufacturers, also stepped up disposals during the year as earlier holdings became ready for resale.

Mr Nemir Kirdar, Investcorp president, yesterday attributed the result in part to "value-creating investment management during the client holding period and timely divestiture."


Among the businesses sold were Mueller, a US producer of flow controls, which raised \$86m, and two power boat makers - Bertram-Trojan of Florida and Cantieri Riva in Italy - with combined annual sales approaching \$150m.

According to Mr Michael Merritt, a London-based director, "we have been able to complete the cycle in quite a sub-dued market. The rise in earnings was mostly driven, he added, while Investcorp's funds under management for Gulf-based clients more than doubled during 1988 to some \$25m from \$10m. Total assets grew by more than a third to \$745.3m from \$551.6m. Following a stock buy-back programme the management now owns a quarter of the company, up from 15 per cent a year ago. The remainder is spread among more than 12,000 Gulf investors.

Mr Merritt said the creation of a holding structure was being considered for Gucci. Chaumet, the bankrupt Paris jeweller for which Investcorp led a court-endorsed rescue in 1987, had attracted prospective purchasers but no decision to sell it had been taken.

New Issue
January 24, 1989

All these Bonds having been sold, this announcement appears as a matter of record only.



Primary Industry Bank of Australia Limited

Sydney

A\$ 50,000,000

14 1/2 % Bonds due 1992

WESTDEUTSCHE LANDESBANK GIROZENTRALE	ANZ MCCAUGHAN	BANQUE BRUXELLES LAMBERT S.A.
ALGEMENE BANK NEDERLAND N.V.	KREDBANK INTERNATIONAL GROUP	LANDESBANK RHEINLAND-PFALZ - GIROZENTRALE -
DEUTSCHE BANK CAPITAL MARKETS LIMITED	NORDEUTSCHE LANDESBANK GIROZENTRALE	PRUDENTIAL-BACHE CAPITAL FUNDING
THE NIKKO SECURITIES CO., (EUROPE) LTD.	VEREINS- UND WESTBANK AKTIENGESELLSCHAFT	

This announcement appears as a matter of record only
December 1988

REPUBLIC OF TURKEY PRIME MINISTRY HOUSING DEVELOPMENT AND PUBLIC PARTICIPATION ADMINISTRATION

has sold its shares in

MEDA, MEŞRUBAT DAĞITIM VE TİCARET A.Ş.

to a wholly owned subsidiary of

THE COCA COLA COMPANY

Atlanta - Georgia

The undersigned acted as financial advisors to
The Housing Development and
Public Participation Administration

LA COMPAGNIE FINANCIERE EDMOND DE ROTHSCHILD BANQUE

Paris
&
TÜRK EKONOMİ BANKASI A.Ş.

Istanbul

This announcement appears as a matter of record only
December 1988

REPUBLIC OF TURKEY PRIME MINISTRY HOUSING DEVELOPMENT AND PUBLIC PARTICIPATION ADMINISTRATION

has sold its shares in

ANSAN, ANKARA GIDA MEŞRUBAT VE MEYVE SULARI SANAYİ VE TİCARET A.Ş.

to a wholly owned subsidiary of

THE COCA COLA COMPANY

Atlanta - Georgia

The undersigned acted as financial advisors to
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LA COMPAGNIE FINANCIERE EDMOND DE ROTHSCHILD BANQUE

Paris
&
TÜRK EKONOMİ BANKASI A.Ş.

Istanbul

FT GUIDE TO WORLD CURRENCIES

The table below gives the latest available rates of exchange (rounded) against four key currencies on Monday, January 23, 1989. In some cases the rate is nominal. Market rates are the average of buying and selling rates except where they are shown to be otherwise. In some cases market rates have been calculated from those of foreign currencies to which they are tied.

Table with columns: COUNTRY, & STG, US \$, D-MARK, YEN (x 100), COUNTRY, & STG, US \$, D-MARK, YEN (x 100), COUNTRY, & STG, US \$, D-MARK, YEN (x 100). Lists various countries and their exchange rates.

INTERNATIONAL CAPITAL MARKETS

Canon shoots for \$1bn in jumbo warrants issue

By Andrew Freeman. A JUMBO-SIZED equity warrant deal for Canon, the Japanese manufacturer of cameras and copiers, attracted much attention yesterday. New issue activity was otherwise slow, with dealers suggesting that market uncertainties were making borrowers unwilling to commit themselves.

INTERNATIONAL BONDS

Securities. The coupon was cut by 1/2% to 4% per cent, emphasizing the steady demand for the paper. Elsewhere, Albert Fisher Finance NY tapped the Euro-sterling convertible sector with a \$250m issue guaranteed by its parent company, Albert Fisher.

NEW INTERNATIONAL BOND ISSUES

Table with columns: Borrower, Amount m., Coupon %, Price, Maturity, Face, Book number. Lists various international bond issues.

With equity warrants. *Final terms. a) Coupon indicated at 4 1/2%. b) Convertible preference shares. c) Issues fungible. d) Call from 1994 at 101 declining by 1/2% in 1995.

FT INTERNATIONAL BOND SERVICE

Listed are the latest international bonds for which there is an adequate secondary market.

Large table with columns: US DOLLAR, Change on, Bid, Offer, Yield, YEN STRAIGHTS, Bid, Offer, Yield, etc. Lists various international bonds and their market data.

TRADE INDEMNITY CREDIT RISK MANAGEMENT SERVICES 01-739-4311

Advertisement for Warner Communications Inc. merged with Lorimar Telepictures Corporation. Includes text: 'A wholly-owned subsidiary of Warner Communications Inc. has merged with Lorimar Telepictures Corporation. The undersigned acted as financial advisor to Warner Communications Inc. in this transaction.' and 'COATINGS & PAINTS WORLDWIDE'.

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INTERNATIONAL CAPITAL MARKETS

Stable dollar leads Treasuries higher

By Janet Bush in New York and Katharine Campbell

US Treasury bonds yesterday traded quietly, scoring modest gains during the morning and then hardly moving all day. Short-dated maturities closed as much as 1/8 point higher, while long-dated issues stood as much as 1/4 point up from Friday's close. The yield on the Treasury's benchmark long bond fell to 8.85 per cent.

With no important economic data released yesterday, the dollar was about the only clear influence on the market. In comparison with its sharp falls at the end of last week because of central bank intervention and co-ordinated interest rate rises in Europe, the US currency's relative steadiness gave some modest encouragement to bonds.

BENCHMARK GOVERNMENT BONDS

Table with columns: Coupon, Bid Price, Change, Yield, Week ago, Month ago. Rows include UK Gilts, US Treasury, Japan, Germany, France, Canada, Netherlands, Australia.

Citicorp in credit card-backed offering

By Andrew Freeman

CITICORP Investment Bank has launched the first issue of bonds backed by credit card assets to be underwritten outside the US. Bonds worth \$150m, part of a \$1m global offering registered with the US Securities and Exchange Commission, have been allocated to non-US investors.

Brussels bourse raises the curtain on Cats

Tim Dickson reports on today's introduction of a computerised trading system

The curtain in Brussels is today going up on Cats - not the long-running musical but the long-planned electronic trading system designed to breathe new life into the local bourse.

firms which have a monopoly have just completed a bumper year. Pressures for a "little bang" of the kind which has already reverberated around many of Europe's smaller stock exchanges have been rising for some time.

one- or two-man family operations. Another important objective of the reforms is to improve the "transparency" of the market place by centralising transactions in securities, and introducing an effective reporting system for individual trades.

Optimists in Brussels say that these and other proposed changes - the reduction of fees for larger transactions, the establishment of a new official Banking and Finance Commission to oversee the markets, and tentative plans for a code of conduct to deal with insider trading and other conflict of interest problems - can not only bring back business lost to London and Paris but widen the scope of the Brussels market.

Pessimists believe that the small size of the domestic market will inevitably frustrate Mr Maystadt's ambitions, notwithstanding Brussels' pivotal position in the European Community and its still impressive list of multinational companies and international banks.



Philippe Maystadt: vision tempered with pragmatism

First Chicago appeal

By R.C. Murthy in Bombay

THE INDIAN government is in the verge of approving direct foreign investment in Indian equities, a portion of which is to be denominated in leading international currencies, mainly in US dollars, and listed on international stock exchanges.

India may allow direct foreign investment in equities

Some half a dozen companies, led by Tata Iron and Steel, have sought permission to float convertible bonds on international bourses to finance expansion plans.

At the moment some \$1m of new funding is thought to be in the pipeline. Tisco, Reliance Industries and J.K. Industries have proposed to raise \$200m each, and Southern Petrochemicals Industries and Essar Group have also expressed an interest in the proposals.

The Finance Ministry is now holding talks with merchant bankers and the Reserve Bank of India, which administers the foreign exchange regulation act, on selection of an instrument best suited to Indian needs.

PRIME, a leading Italian unit trust jointly owned by the Fiat group and Monte dei Paschi di Siena, a Tuscan bank, yesterday unveiled three new funds designed to channel Italian investment into international equity markets.

By Alan Friedman in Milan PRIME, a leading Italian unit trust jointly owned by the Fiat group and Monte dei Paschi di Siena, a Tuscan bank, yesterday unveiled three new funds designed to channel Italian investment into international equity markets.

Table with columns: Index No., Day's Change, Est. Div. Yield, P/E Ratio, etc. Rows include 1. CAPITAL GROUPS, 2. BUILDING MATERIALS, etc.

Table with columns: Index No., Day's Change, Est. Div. Yield, P/E Ratio, etc. Rows include 1. INDUSTRIAL GROUP, 2. FINANCIAL GROUP, etc.

Table with columns: Issue Price, Amount Paid Up, etc. Rows include British Funds, Corporate Bonds, etc.

Table with columns: Issue Price, Amount Paid Up, etc. Rows include 1000, 2000, 5000, etc.

Table with columns: Option, Call, Put, etc. Rows include Allied Lines, Brit. Airways, etc.

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Table with columns: PRICE INDICES, Mon Jan 23, Day's Change, etc. Rows include British Government, 5-15 years, etc.

Table with columns: AVERAGE GROSS REDEMPTION YIELDS, Mon Jan 23, Fri Jan 20, etc. Rows include 1. British Government, 2. Coupons, etc.

Table with columns: Issue Price, Amount Paid Up, etc. Rows include 1000, 2000, 5000, etc.

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Information last 1917 to 10 am 1923, 11 am 1994.5, Mon 1995, 2 pm 1997, 3 pm 1995, 4 pm 1923, 5 pm 1923, 6 pm 1923, 7 pm 1923, 8 pm 1923, 9 pm 1923, 10 pm 1923, 11 pm 1923, 12 pm 1923. A list of constituents is available from the Publishers, The Financial Times, Bracken House, Cannon Street, London EC4A 3DF, price 15p, per page.


**MANUFACTURERS
HANOVER**
Success

1988

"OBJECTIVES MET AND SURPASSED"

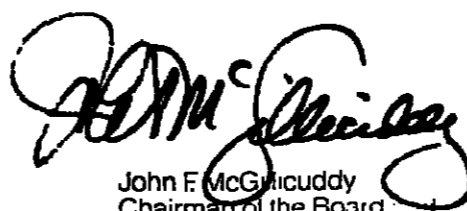
"We began 1988 by putting forth what some characterized as an ambitious financial plan. I'm pleased to report our objectives have been met and in some cases surpassed. Year-end highlights include:

- Net earnings total \$966 million.
- Common shareholders' equity ratio climbs to 4.30 percent.
- Total shareholders' equity ratio reaches 4.89 percent.

"Our common equity ratio is now higher than it was before the reserving action in June of 1987. In fact, our year-end numbers indicate that we currently meet the risk-based capital guidelines set to take effect in 1992, including the four percent Tier 1 requirement.

"While we are pleased with these meaningful accomplishments, there should be no doubt that we plan to continue to build capital, improve credit quality and zealously manage expenses.

"We showed earnings progress in several of our core businesses, with investment banking and retail banking maintaining their strong performance, while global corporate banking improved based on better credit experience. In addition, The CIT Group showed a threefold increase in earnings to \$120 million. Continuing to more sharply focus our core businesses is central to our 1989 financial plan."



John F. McGinuddy
Chairman of the Board
Chief Executive Officer

UK COMPANY NEWS

The expensive business of defensive action

Kenneth Gooding on the state of play in Gold Fields' fight against Minorco's bid

CONSOLIDATED GOLD Fields, the UK-based diversified mining group, has so far spent nearly £20m fighting off the hostile approaches of Minorco, the South African-controlled investment company. And the bill will go on increasing because the bitter corporate battle between the two companies is moving into a critical phase.

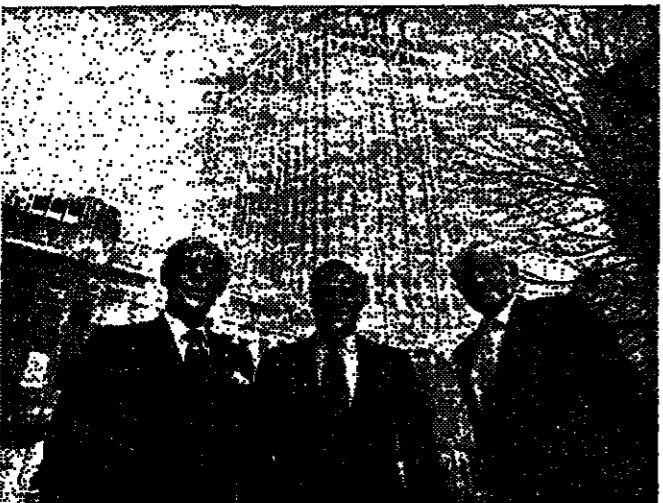
In Britain, the Monopolies and Mergers Commission delivered yesterday to Lord Young, the trade and industry secretary, its report on Minorco's bid to acquire Gold Fields. The Commission said it was examining whether the bid had involved a breach of Community rules. This inquiry has apparently been put on ice until the result of the MMC investigation and Lord Young's decision is known.



Lord Young - under political pressure to delay publication of anti-trust allegations against Minorco could take place in the US, because "once a takeover has occurred it is difficult, if not impossible, to unscramble the eggs".

Minorco put in place for the original offer. Chemical has been under considerable pressure from New York City officials and has agreed it will make no more loans to South African-controlled companies. Mr Roger Phillimore, Minorco's commercial director, said recently that the Chemical Bank finance was still in place. Gold Fields' US lawyers, having examined the documents, will argue, however, that the agreement between Minorco and Chemical lapsed with the bid.

London analysts are divided in their opinions about the possible outcome of the MMC inquiry. Some suggest that the reference was purely political because the Government did not want any more UK assets falling under South African influence, so any further bid by Minorco was likely to be blocked. Others accept Lord Young's insistence that the bid was referred entirely on competition grounds. However, they say no reasonable competition case can be presented and that Lord Young, in the circumstances, must give Minorco clearance to bid again if it wishes.



The presence of Denis Thatcher, the Prime Minister's husband, drew out the crowds in the City yesterday for the listing in London of shares in Echnin, a US replacement car parts company, writes Clare Pearson.

Mr Thatcher (left) is a non-executive director of Quinton Hazell, the UK replacement parts company which Echnin bought from Burmah Oil in September 1988. He is pictured with Frederick Mancheski (centre), chairman and chief executive of Echnin, and Roger Storey, group managing director of Echnin Europe.

French group extends agreed water bids until February 3

SAUR Water Services, a subsidiary of Bouygues, the French construction and service company, has extended its agreed bids for three statutory water companies in the south east of England until February 3.

SAUR had also received acceptances of its offer for Mid Southern Water Company, outside Southern Water Authority's area, representing 38.3 per cent of the voting capital.

SAUR had also received acceptances of its offer for Mid Southern Water Company, outside Southern Water Authority's area, representing 38.3 per cent of the voting capital.

Beazer Leisure sold to managers

Beazer, the construction and aggregates group, is disposing of its leisure subsidiary in a \$5.8m management buy-out. The sale of Beazer Leisure, acquired in the takeover of building company William Leach in 1985, reflects Beazer's decision to concentrate on three areas - homes and property, contracting and building products and aggregates.

Beazer's investment manager, said the company was being sold for close to book value. Consideration is in the form of repayment of intra-group debt.

Panfida assets fall to £53.9m

PANFIDA GROUP, formerly Investing in Success Equities (IIS), yesterday reported its final results as an investment trust, covering the year to September 30 1988.

Net assets decreased to £53.89m on that date, from £74.78m at end-September 1987. In his statement, Mr Samuel Gazal, chairman, said this was a result of the October 1987 stock market crash.

UK and Australia. The group ceased to be regarded as an investment trust on October 1 1988.

Menvier-Swain grows by 30%

ENCOURAGING growth in the UK and progress in most overseas markets pushed Menvier-Swain to a 27 per cent rise in turnover and a 30 per cent increase in profits for the half

year ended October 31 1988. The USM-quoted group, Britain's biggest maker of emergency lighting, produced turnover of £11.78m (99.27m) and pre-tax profit of £1.62m (12.56m). With earnings rising from 7.2p to 9.5p, the interim dividend is lifted to 1.6p (1.2p).

growth. "We believe we are continuing to gain market share from our competitors" he said.

Advertisement for Minstergate PLC, featuring the text 'On 23 January 1989 Ace Belmont International plc changed its name to MINSTERGATE PLC' and contact information for Swinemoor Lane, Beverley, North Humberside, HU17 0LJ.

Alexanders rejects approach by Cowie

ALEXANDERS Holdings, Scotland's largest Ford main dealer, has rejected a bid approach from T. Cowie, the Sunderland-based motor group. Cowie contacted Alexanders last week to discuss terms for a possible bid. It was told that the approach was unlikely to result in an offer acceptable to Mr Henry Clayton, who owns 56 per cent of Alexanders and is its joint managing director.

Subsidiary of failed Sound Diffusion sold to managers

ONE OF the main businesses of Sound Diffusion, the electrical equipment group which went into receivership at the end of last year, has been sold to a company involving many of Sound Diffusion's former management. Mr George Ehlers, former finance director of Sound Diffusion, confirmed yesterday that he was a director and shareholder of Bowcom, which has bought the manufacturing arm of Sound Diffusion from the receivers.

Investors including Mr Michael Dawson, chairman of the company, have called for the affair to be investigated by the Department of Trade and Industry. New management, led by Mr David Macdonald, a former director-general of the Take-over Panel, was brought into Sound Diffusion at the end of 1987, following the resignation of Mr Paul Stonor, the former chairman.

Triplex Lloyd takes 1.4% stake in J Neill

TRIPLEX LLOYD, the foundries and engineering group, yesterday confirmed that it had acquired a 1.4 per cent stake in James Neill Holdings, the tool manufacturer best known for its Spear & Jackson range.

AMEC establishes joint venture in Portugal

AMEC, which last year boosted its ranking as one of Britain's biggest construction companies by acquiring Matthew Hall in a deal worth £130m, is extending its European operations by establishing a joint venture company in Portugal.

Mr Doel said Triplex "had no plans, at present, to add to our stake". Triplex was busy assimilating Christy Lloyd, the castings, electro-mechanical services and car components group which it acquired in December. James Neill shares closed 7p higher at 199p.

BIA shares fall then rise after ILG withdraws

Shares in USM-quoted British Island Airways, which sold on Friday it had received a number of approaches, fluctuated sharply yesterday after International Leisure Group ruled itself out as a bidder, writes Clare Pearson.

First Leisure stake

BIA swung from profits of £285,000 to losses of £778,000 in the six months to the end of June 1988, which it ascribed to introductory costs of a new aircraft.

London Merchant Securities has raised its stake in First Leisure Corporation to 29.89 per cent. It has bought 300,000 shares at 149p and 1.99m shares at 145p to take its holding to 41.21m shares.

SHARE STAKES

Changes in company share stakes announced recently include: ABB Kent - Prudential Corporation has reduced its interest to less than 5 per cent. Its previously recorded holding was 5.17 per cent or 3.89m shares.

Fairry Group - Standard Life Assurance Company and Standard Life Investment Funds have purchased 500,000 ordinary to take their holding to 2.75m (8.33 per cent). Fleming Mercantile Investment Trust - Barclays Bank Pension Fund has lifted its holding to 8.5m shares (5.88 per cent) with the acquisition of 1.75m. The shares are registered in the name of Barclays Nominees (George Yard).

Prism Leisure warns of slowdown

Prism Leisure Corporation, the USM-quoted music and computer games distributor, lifted interim financial profit to £1.5m from £1.2m last year. Interim dividend is 1.5p (1.49p).

the chairman warned that the group was unlikely to match last year's profit of £663,000.

Advertisement for Ensign Trust PLC, featuring a table with financial data: POISED - POSITIONED - PROSPERING. Results for the year to 30 September 1988: GROSS REVENUES UP 39%, DIVIDENDS UP 20%, REALISED RETURN ON UNQUOTE INVESTMENTS 28% p.a. Robert Fawcett Chairman.

COMMODITIES AND AGRICULTURE

Quotas shake up dairy industry

Bridget Bloom studies the logic of the Unigate/Dairy Crest deal

IF PROOF were needed that the European Community's attempts to reform the dairy sector are having a major effect on the dairy industry itself, it came yesterday with the news that two of Britain's biggest manufacturing companies have decided to rationalise their operations.

Through a complex deal which involves the sale of one major creamery and the purchase of seven dairy plants, Dairy Crest, wholly owned by the Milk Marketing Board of England and Wales, is to increase its share of doorstep and other supplies of fresh milk from 6 to 16 per cent of the UK total.

the deal as "our most significant transaction to date" which was aimed at giving the company strategic and competitive advantage into the 1990s. For Dairy Crest, the key need now is felt to be to increase its share of the liquid milk market, to give better balance with its manufacturers of dairy products. Ironically, Dairy Crest was effectively formed ten years ago when the Milk Marketing Board bought 16 creameries from Unigate (one of these was Chard, now returned after heavy investment in modernisation). In the years of milk surpluses, the creameries did well, but a year ago it was announced that five would close at a cost of some £25m.

The company has not only felt the loss of its intervention business, but had become heavily dependent on relatively low margin products, like cheddar cheese and butter. Additionally, while the liquid milk market is stagnant, it is felt to be an important generator of cash, as well as affording an enhanced distribution network for an increasing range of more sophisticated products, from yoghurts to soft cheeses which Dairy Crest now produces, or intends soon to produce.

MacGregor faces defeat on beef reform

By Tim Dickson in Brussels

MR JOHN MacGregor Britain's Agriculture Minister last night looked to be in danger of losing an important battle over beef reform as ministerial negotiations on a complex farm policy package got under way in Brussels.

The long-standing proposals for cutting the costs of the beef regime were being discussed by European Community Ministers along with five other items (including a radical scheme for direct income aids to the EC's poorest producers) left over from December's unsuccessful Agriculture Council.

Since that meeting, however, the European Commission appears to have moved to "buy off" some of the opposition to the six linked measures, notably a Danish concern about the milk super-levy and at least some of Ireland's reservations about the extent to which the EC will provide a "safety net" as guaranteed buyer in the beef market.

No signs were emerging, however, of any willingness on the Commission's part to satisfy Mr MacGregor's demand for a lifting of the heaviest limit on payments under the new special premium, which is being introduced to replace Britain's variable slaughter premium.

EC plan would put grain growers through the mill

THE CERTAIN went up on the European Community's annual farm price drama last week when the European Commission presented its opening proposals for the 1989-90 package.



By David Richardson

After peaking at 862m tonnes in 1985-86, production has since fallen to 604m tonnes last year and is expected to be only 71m tonnes this year. Meanwhile world consumption has increased from around 80m tonnes in the mid-1980s to an anticipated 83m tonnes this year. Stocks have virtually halved to 119m tonnes.

By the end of this year therefore, world grain stocks are likely to be at critical levels. The re-cropping of 0.7 acres of US land previously set aside but now released from the USA's acreage reduction programme will address the balance. But the FAO says that in order to maintain grain stocks at their present depleted levels, the world must produce 13 billion tonnes this year that has not last year's harvest.

I do not believe this is possible. Meanwhile the legacy of 1988 remains. Much of the dry and in the American Midwest, and in the Pacific provinces of Canada, is still suffering from this year's drought and will almost certainly produce very little grain this year. And there are serious problems in other grain-growing areas of the world.

China and the Soviet Union will be forced to import substantial amounts of grain. The US, Canada and Argentina may be unable to supply the necessary tonnage without penalising other regular exporters. Meanwhile the population of the world is increasing at 8m to 10m per year and the production of food is not keeping up with the extra mouths that need feeding.

Chilean mine tries to cut explosion losses

By Barbara Durr in Santiago

OFFICIALS AT Chile's vast Chuquibambilla copper mine are attempting to minimise losses after the explosion that crippled the mine's new flash furnace.

They say they are considering an investment in new equipment to increase capacity with their remaining four older ovens.

Some 32 Outokumpu flash ovens are operating around the world, including in West Germany, the US, Japan, the Soviet Union, Korea, India, Australia and Brazil. Officials said that, while there had been problems with other ovens, none had suffered an explosion to their knowledge.

Mr Carlos Damiani, chief engineer at the flash furnace, contended that the smelter was none the less "a good investment" and that the problems the mine had with its start-up were less related to the oven itself than with other related equipment, especially the boiler.

LONDON MARKETS

ZINC prices continued to advance on the LME yesterday, closing at new records. Traders said news that production resumed late last week at Italian producer Nyrstar's zinc refinery in Sardinia after a 25-day shutdown had little direct impact.

Table with multiple columns: COCOA, RUBBER, SPICES, and various commodity prices.

WORLD COMMODITIES PRICES

Large table containing prices for various commodities including Wheat, Soybeans, Sugar, and others, with columns for region and price.

response to a serious surplus; stocks have come down significantly over the past year. The reasoning appeared to be simply that profits from growing sugar beet were now too high compared with cereals.

On the farm it means that the one crop that has consistently produced a modest profit over the years will now be less secure. And the erosion of profitability all round may force us to consider joining the new set-aside scheme next year and to think of taking 250 per acre from the EC in return for saving land here.

Indeed that is presumably what Mr MacSharry would like us to do.

The EC is still producing 20m to 25m tonnes of cereals a year surplus to community requirements. This all has to be exported to third countries at world prices and in the past the cost of subsidising such exports has often been equal to the value of the commodity.

Last year the world price of grain rose by 50 per cent to 350 per tonne. The increase in drought in the American mid-West that narrowed the gap between world prices and community support levels and so resulted in a substantial reduction in EC export subsidies, or restitution payments as they are called. Export demand increased and the quantity of grain in EC intervention stores has been cut to 4m tonnes.

He then announced, however, a proposed 5 per cent cut in the price of sugar, but because sugar beet support arrangements cost the Community a great deal; they are, in fact, almost self-financing. Neither was the proposal in

Table with columns for Chicago and other market prices.

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AUTHORISED UNIT TRUSTS

Table listing various unit trusts such as Abbey Unit Trust, Abnott Unit Trust, and others, including their respective managers and performance metrics.

Table listing unit trusts such as Accord Unit Trust, Acton Unit Trust, and others, including their respective managers and performance metrics.

Table listing unit trusts such as Adair Unit Trust, Adair & Co Unit Trust, and others, including their respective managers and performance metrics.

Table listing unit trusts such as Adair & Co Unit Trust, Adair & Co Unit Trust, and others, including their respective managers and performance metrics.

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GUIDE TO UNIT TRUST PRICING. This section provides detailed information on how unit trust prices are calculated, including the impact of expenses, commissions, and other factors. It also includes a disclaimer and contact information for the FT Cityline service.

FT UNIT TRUST INFORMATION SERVICE

Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 01-625-2128

Main table containing unit trust information, organized into columns for various trust categories and individual trust details.

OTHER UK UNIT TRUSTS

INSURANCES

All prices only. Only prices for units in the open market. Prices are subject to change without notice.

FT UNIT TRUST INFORMATION SERVICE

Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 01-925-2128

Main table containing numerous columns of unit trust information, including company names, fund names, and prices. The table is organized into several distinct sections.

BERNADA AUTHORISED

OFFSHORE INSURANCES

JERSEY AUTHORISED

OFFSHORE AND OVERSEAS

GUERNSEY AUTHORISED

Ion AUTHORISED

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FT UNIT TRUST INFORMATION SERVICE

LONDON SHARE SERVICE

Large table containing FT Unit Trust Information Service data, including columns for fund names, prices, and performance metrics.

Large table containing London Share Service data, including columns for fund names, prices, and performance metrics, with sub-sections for British Funds, Foreign Bonds & Rails, and Money Market Trust Funds.

Handwritten Arabic text at the top center of the page.

LONDON SHARE SERVICE

LEISURE - Contd

Table of stock prices for Leisure companies, including titles like Leisure, Leisure, Leisure, etc.

PROPERTY

Table of stock prices for Property companies, including titles like Property, Property, Property, etc.

TEXTILES - Contd

Table of stock prices for Textiles companies, including titles like Textiles, Textiles, Textiles, etc.

TRUSTS, FINANCE, LAND - Contd

Table of stock prices for Trusts, Finance, and Land companies, including titles like Trusts, Finance, Land, etc.

OIL AND GAS - Contd

Table of stock prices for Oil and Gas companies, including titles like Oil, Gas, Oil, etc.

MINES - Contd

Table of stock prices for Mines companies, including titles like Mines, Mines, Mines, etc.

MOTORS, AIRCRAFT TRADES

Table of stock prices for Motors and Aircraft Trades companies, including titles like Motors, Aircraft, Motors, etc.

Commercial Vehicles

Table of stock prices for Commercial Vehicles companies, including titles like Commercial, Vehicles, Commercial, etc.

Components

Table of stock prices for Components companies, including titles like Components, Components, Components, etc.

Garages and Distributors

Table of stock prices for Garages and Distributors companies, including titles like Garages, Distributors, Garages, etc.

Finance, Land, etc

Table of stock prices for Finance, Land, etc companies, including titles like Finance, Land, etc, Finance, Land, etc, etc.

PLANTATIONS

Table of stock prices for Plantations companies, including titles like Plantations, Plantations, Plantations, etc.

THIRD MARKET

Table of stock prices for Third Market companies, including titles like Third Market, Third Market, Third Market, etc.

NEWSPAPERS, PUBLISHERS

Table of stock prices for Newspapers and Publishers companies, including titles like Newspapers, Publishers, Newspapers, etc.

PAPER, PRINTING, ADVERTISING

Table of stock prices for Paper, Printing, Advertising companies, including titles like Paper, Printing, Advertising, Paper, Printing, Advertising, etc.

SHIPPING

Table of stock prices for Shipping companies, including titles like Shipping, Shipping, Shipping, etc.

SHOES AND LEATHER

Table of stock prices for Shoes and Leather companies, including titles like Shoes, Leather, Shoes, etc.

SOUTH AFRICANS

Table of stock prices for South Africans companies, including titles like South Africans, South Africans, South Africans, etc.

DIAMOND AND PLATINUM

Table of stock prices for Diamond and Platinum companies, including titles like Diamond, Platinum, Diamond, etc.

FINANCE

Table of stock prices for Finance companies, including titles like Finance, Finance, Finance, etc.

OIL AND GAS

Table of stock prices for Oil and Gas companies, including titles like Oil, Gas, Oil, etc.

TEXTILES

Table of stock prices for Textiles companies, including titles like Textiles, Textiles, Textiles, etc.

TRUSTS, FINANCE, LAND

Table of stock prices for Trusts, Finance, Land companies, including titles like Trusts, Finance, Land, etc.

TOBACCO

Table of stock prices for Tobacco companies, including titles like Tobacco, Tobacco, Tobacco, etc.

OVERSEAS TRADERS

Table of stock prices for Overseas Traders companies, including titles like Overseas Traders, Overseas Traders, Overseas Traders, etc.

PLANTATIONS

Table of stock prices for Plantations companies, including titles like Plantations, Plantations, Plantations, etc.

MINES

Table of stock prices for Mines companies, including titles like Mines, Mines, Mines, etc.

Small text at the bottom of the page providing additional information and disclaimers.

CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Intervention again hits dollar

CENTRAL BANKS remained opposed to bullish dollar sentiment on the foreign exchanges yesterday. As the market continued to push the US currency higher...

There has been co-ordinated intervention to sell the dollar on the last four consecutive trading days, dating from the release of the November US trade figures last Wednesday.

It appears to be the market's determination to ignore fundamentals, and focus on interest rate factors that is worrying the central banks.

President George Bush is also enjoying something of a honeymoon period, as far as the market is concerned.

DM1.840, and again after Europe had closed, pushing the currency below DM1.800.

Some central banks confirmed the intervention, and the Bank of Italy added that it sold dollars for D-Marks at around DM1.840.

The action by the Bank of England did not appear to involve sterling, and according to dealers was confined to the

dollar against the D-Mark. The dollar retreated, to close in London at DM1.8300, compared with DM1.8435 on Friday.

On Bank of England figures, the dollar's exchange rate index fell to 66.3 from 66.9.

Sterling attracted little attention, trading quietly in a narrow range.

Sterling rose 1/2 cent to \$1.7735. The pound was unchanged at DM3.2650 and ¥226.75, but fell to Sfr2.7825 from Sfr2.7725.

According to the Bank of England, sterling's index rose 0.1 to 98.0.

FINANCIAL FUTURES

Sterling prices improve

STERLING BASED futures rose on an optimistic note in Liffe trading yesterday. The more bullish tone derived its strength from a growing conviction that UK interest rates will end the year lower than current levels.

Short sterling for March delivery rose to a high of 87.42 before closing at 87.30 at the opening and 87.27 on Friday.

Estimated volume total, Call: 4999 Puts: 2612 Previous day's open: Call: 2767 Puts: 1726

futures prices until base rates started to fall, and no change is expected at least until the UK Budget in March.

Short sterling for March delivery rose to a high of 87.42 before closing at 87.30 at the opening and 87.27 on Friday.

Estimated volume total, Call: 75 Puts: 105 Previous day's open: Call: 2506 Puts: 325

gains. Trading in the March contract was brisk with over 21,000 lots changing hands.

US Treasury bond futures recorded a marginal improvement.

EMS EUROPEAN CURRENCY UNIT RATES

Table with columns for Currency, Unit, % change, % change adjusted for inflation, and Difference from %.

STERLING INDEX

Table with columns for Date, Index, and Previous.

CURRENCY RATES

Table with columns for Currency, Rate, and Previous.

DOLLAR SPOT-FORWARD AGAINST THE DOLLAR

Table with columns for Currency, Spot, Forward, and % change.

EURO-CURRENCY INTEREST RATES

Table with columns for Currency, Term, and Rate.

EXCHANGE CROSS RATES

Table with columns for Currency, Rate, and Previous.

LIFFE US TREASURY BOND FUTURES

Table with columns for Maturity, Price, and Previous.

LIFFE US TREASURY BOND FUTURES

Table with columns for Maturity, Price, and Previous.

LIFFE EURO DOLLAR FUTURES

Table with columns for Maturity, Price, and Previous.

LIFFE EURO DOLLAR FUTURES

Table with columns for Maturity, Price, and Previous.

LIFFE EURO DOLLAR FUTURES

Table with columns for Maturity, Price, and Previous.

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LIFFE EURO DOLLAR FUTURES

Table with columns for Maturity, Price, and Previous.

STERLING INDEX

Table with columns for Date, Index, and Previous.

CURRENCY RATES

Table with columns for Currency, Rate, and Previous.

CURRENCY MOVEMENTS

Table with columns for Currency, Movement, and Rate.

OTHER CURRENCIES

Table with columns for Currency, Rate, and Previous.

MONEY MARKETS

Cautious optimism

LONGER TERM rates adopted a slightly easier stance in London yesterday, following a report from NatWest Capital Markets which suggested that UK base rates will be down to 10 p.p. by the end of the year.

Shorter term rates were little affected however, with the market maintaining the view that rates are unlikely to change at least until the Budget on March 14.

One-year interbank money opened at 12 1/2-13 p.p. and fell to 12 1/2-13 p.p. on Friday. Three-month money was unchanged at 13 1/2-14 p.p.

The Bank of England forecast a shortage of around \$550m, and factors affecting the market included bills maturing in official hands and a take up of Treasury bills together with repayment of late assistance draining \$387m.

revised to a shortage of around \$1,100m, and the Bank gave additional assistance in the morning of \$250m. This comprised outright purchases of \$20m of Treasury bills and \$20m of eligible bank bills in band 1.

It also bought \$10m of eligible bank bills in band 2, \$28m in band 3 and \$2m in band 4, all at unchanged rates.

Short-term rates were lower in Frankfurt after the Bundesbank announced a smaller than expected minimum reserve requirement for commercial banks in January.

FT LONDON INTERBANK FIXING

Table with columns for Currency, Rate, and Previous.

MONEY RATES

Table with columns for Currency, Term, and Rate.

LONDON MONEY RATES

Table with columns for Currency, Term, and Rate.

NEW YORK

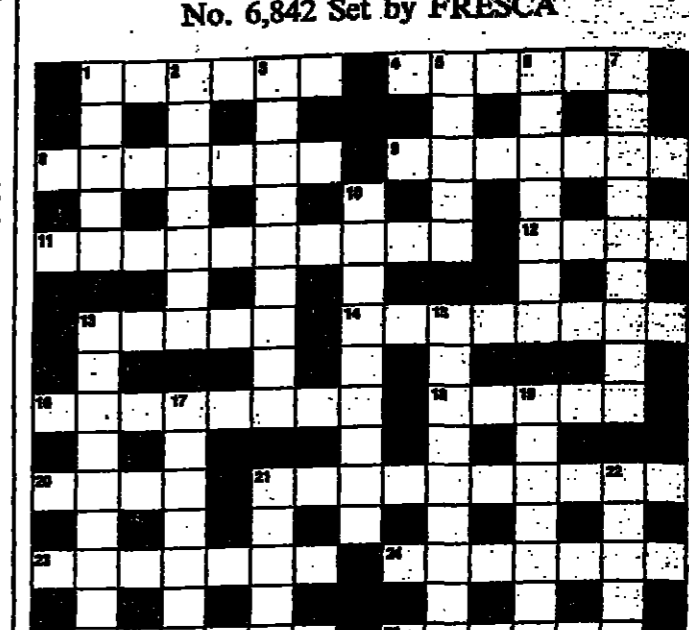
Table with columns for Currency, Term, and Rate.

NEW YORK

Table with columns for Currency, Term, and Rate.

CROSSWORD

No. 6,842 Set by FRESCA



ACROSS: 1 Uncommon boxes with key (6); 4 Run, for example, from one's country (5); 8 Fraise the girl with three-quarter length stockings (7); 9 Fruit and nut? (7); 11 Recall well to the rear (6,4); 12 Teddy Nesbitt's bit of force? (4); 13 Giant given a turn in sports car (5); 14 Family provided with monster home after duke's act of consideration (8); 16 At 18's misery providing protection for some youngsters (6); 18 Head to tail rush of 20's (5); 20 Current male desire (4); 21 Look-out to crew - what's going off? (10); 23 Entertainment with a difference (7); 24 Ode to a princess with 23 (7); 25 Mean line taken by parent with officer (5); 26 Fish in place of oysters sounded sublime (5). DOWN: 1 Hollow news story? (5); 2 Going down with a sack to collect metal (7); 3 Frightfully uneasy about grand's place of worship (5); 5 Sunday writer's humble abode? (5); 6 Pantomime puns youth in an uproar (7); 7 Is doing a result of fit (9); 10 Clergy should be structured in view of audience (6,5); 13 Wise men get a grip on 6's treasure (5,4); 15 Nothing that is right is more malicious (9); 17 Particular direction taken by ice particles in alp formation (7); 19 Turning grey about mythical bird's food store (7); 21 From below a terrace all round (4,2); 22 Moved gently up-river with a cargo of arsenic (5); 23 Solution to Puzzle No. 6,841.

JOTTER PAD

Handwritten notes and a small diagram on a notepad.

KUONI advertisement for Hanover CEBIT 8-15 March and Hanover INDUSTRY 5-12 April. Features 'Exclusive Kuoni Flights Fully Inclusive Tours' and contact information for Kuoni Travel Ltd.

OTEL advertisement for 'IS STRESS GETTING TO YOU?' featuring stress management services and contact details.

Handwritten Arabic text at the bottom of the page.

Handwritten text at the top center of the page, possibly a name or signature.

WORLD STOCK MARKETS

Table of stock market data for Australia, France, Germany, Italy, and Sweden. Columns include country, date, and various stock indices and prices.

Table of stock market data for Japan, South Africa, and Spain. Columns include country, date, and various stock indices and prices.

Table of stock market data for Canada. Columns include stock names, prices, and changes. Includes a sub-section for Toronto 4pm prices.

Table of stock market data for the United Kingdom. Columns include stock names, prices, and changes. Includes a sub-section for London 4pm prices.

Table of stock market data for Hong Kong. Columns include stock names, prices, and changes.

Table of stock market data for New York Active Stocks. Columns include stock names, prices, and changes.

Table of stock market data for Tokyo - Most Active Stocks. Columns include stock names, prices, and changes.

Table of stock market data for Singapore. Columns include stock names, prices, and changes.

Advertisement for '12 FREE issues' of Financial Times, including contact information for Frankfurt 0130-5351.

4pm prices January 23

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Main table containing stock prices, organized in columns with headers like 'High', 'Low', 'Open', 'Close', 'Change', and 'Volume'. Includes various stock tickers and their corresponding market data.

Continued on Page 39

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NYSE COMPOSITE PRICES

Main table of NYSE Composite Prices, listing various stocks with columns for High, Low, and Change.

OVER-THE-COUNTER

Nasdaq national market, 3pm prices January 23

Table of Over-the-Counter prices, listing various stocks with columns for High, Low, and Change.

AMEX COMPOSITE PRICES

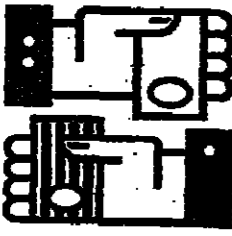
4pm prices January 23

Table of AMEX Composite Prices, listing various stocks with columns for High, Low, and Change.

Advertisement for 'Free hand delivery service' for all subscribers, including contact information for Lisboa and Roberto Alves.

SECTION III

FINANCIAL TIMES SURVEY



The service that can help a business to grow by making use of unpaid invoices was slow to shake off

customer resistance, writes Charles Batchelor. But now its use is expanding, and the amount of cash advanced by factors to UK clients rose by a third during 1988.

Out of the cupboard

FACTORING HAS flourished both in Britain and worldwide during the 1980s. It is perhaps not surprising that demand for a service which can, at short notice, pay a businessman up to 80 per cent of the value of his outstanding sales invoices should have peaked during a time of strong economic growth.

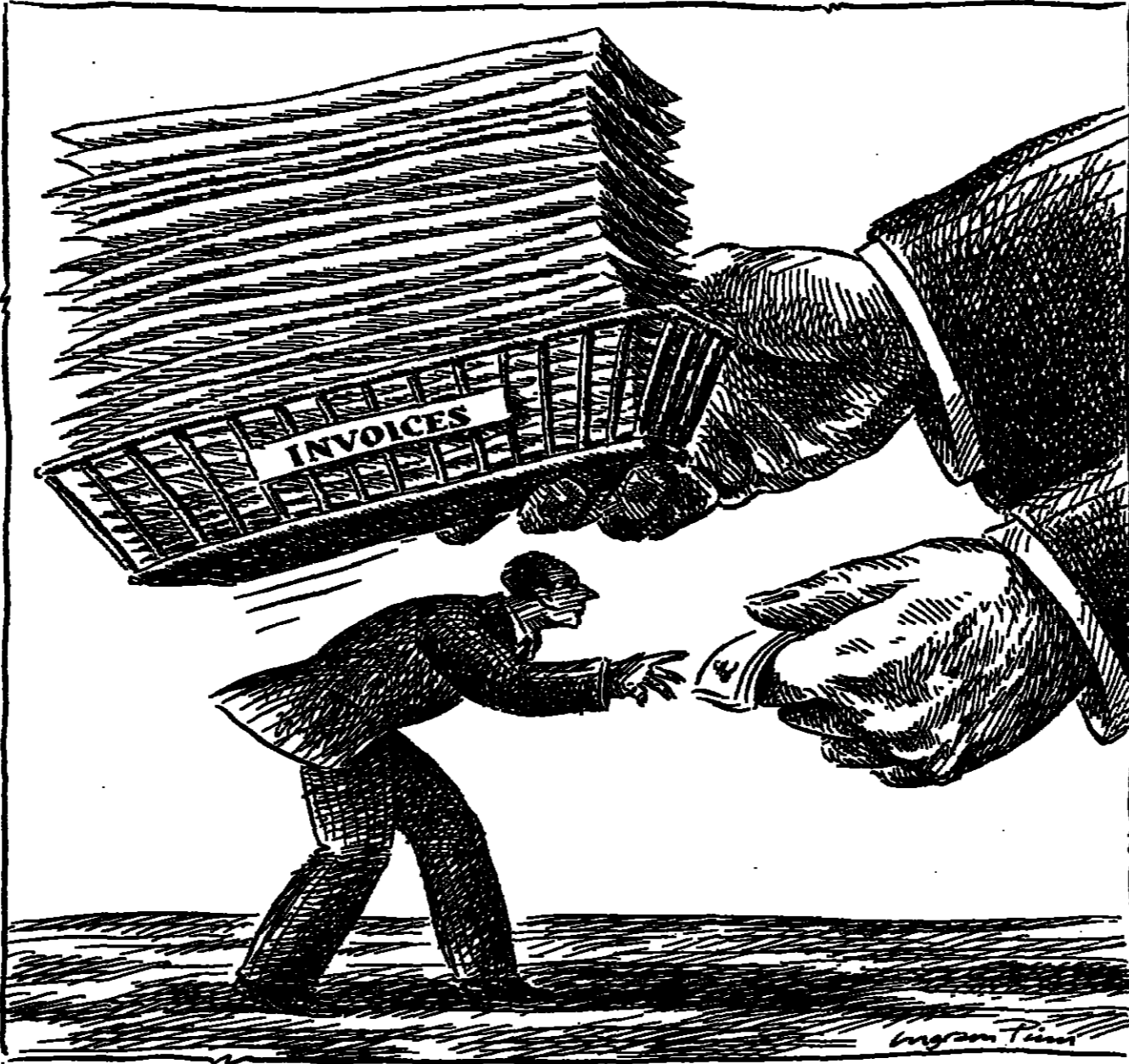
And yet, despite the factoring industry's improving fortunes, the reputation acquired by factors as lenders of last resort to failing companies persists. Many businessmen resist the idea of employing a factor to handle their invoices, for fear of what their customers might think. Others use the service on a confidential basis, so their customers never know a factor is involved. Factoring has taken longer than most financing innovations to shake off this customer resistance.

Growth has also been hampered by the very name factoring, which means little to most people outside the industry other than vague connections with trade. To improve the industry's image, the Association of British Factors, which represents 10 of the largest companies, is boosting its promotional budget and adopting a higher profile.

The opportunities have never been greater. Small business lobby groups have recently highlighted the cash flow problems that late payments cause their members. Small businesses in Britain wait an average of 75 days from the date of invoice for payment, and no less than \$77m of unpaid invoices are outstanding at any time, according to one estimate. Releasing just some of this money would ease a major constraint on the country's small business sector.

The worldwide factoring industry in its modern form has its origins in the US textile trade of the 1890s, when the introduction of high tariffs on imports turned many East Coast textile agents effectively into factors for American suppliers.

Factoring in the US has remained largely based on the textile trade, but in the 1960s the technique was imported into Britain and then into the rest of Europe. In the early days of factoring in the UK, too many unseasoned businesses were backed and the industry got a name for being a "lender of last resort". Despite the early difficulties, the present domination of the industry by the banks is leading to a change in perceptions.



FACTORING

Britain, the third largest factoring market after the US and Italy, now has some 30 factoring companies servicing clients with turnover of more than £10bn in 1988. Two-thirds of them are grouped into two associations. The Association of British Factors (ABF) represents 10 of the larger, generally bank-owned companies, which account for about 80 per cent of all UK factoring; and the Association of Invoice Factors is a grouping of nine of the smaller factors.

The combined turnover of companies serviced by ABF members rose by 25 per cent to £8.84bn in 1988, while the amount of cash advanced to clients at the year end rose by 33 per cent to £765m.

The total number of clients served by ABF members rose by 14 per cent to 6,120. They represented a wide spread of industries, including manufacturing with 46.4 per cent, distribution with 34.3 per cent, and services with 13.7 per cent.

Factoring also expanded on a worldwide basis during 1988, though the most recent international figures, for 1987, show an increase of 34 per cent during that year to \$139.8bn (£78bn), according to Factors Chain International, which links factors in 34 countries for the purpose of import and export factoring.

Factoring is being used to help finance the international trade of a growing number of countries. Factors Chain International has recently been attempting to encourage the growth of factoring in Greece, Turkey, India and Indonesia; while Griffin Factors, part of the Midland Bank Group, last August became the first UK

factor to finance exports from China.

Factoring is a means of financing a company's growth by making use of an asset which banks and other providers of funds tend to overlook - the unpaid invoices the company has issued to customers. By concentrating his attention on a company's sales ledger, the factor is able to advance funds against an asset that other lenders consider too risky to consider.

The factor can provide three related services. He can take over the client's sales ledger,

CONTENTS	
The factoring services	2
The main players	3
A day in the life of a factor	3
International factoring	4
Case studies: Samoguide and IBS	4
The US and Italy	6

sending out invoices and making sure the bills are paid; he can provide immediate cash equivalent to up to 80 per cent of the value of his client's invoices; and he can assess credit risks and insure his client against bad debts.

The advantages to the client are that he is saved the expense and trouble of maintaining his own sales accounts department, and his salesmen do not have to cloud customer relationships by reminding customers about previous, unpaid bills.

Even more important, the company using a factor does not have to wait for customers to pay their bills, so it has funds immediately available to finance work in progress and new orders. Finally, the credit assessment services reduces the risk of bad debts or, if the company is insured, can eliminate them entirely.

A major problem facing the growing company is the difficulty in raising overdraft finance from its bank to fund further growth. Once a bank has lent up to what it considers prudent, the branch manager is usually unable to go any further, even if the businessman has firm orders he needs to finance.

The bank manager tells the businessman to consolidate, to get his assets up," says Mr David Bezzant, sales director of Lombard Natwest Commercial Services. "Yet it is hard to consolidate. It means turning away customers. The factor on the other hand says 'Go on. Expand!'"

The factor is able to advance funds against invoices because, unlike the banker, he keeps in daily or weekly touch with the client and sees the flow of invoices and payment cheques. The banker, by contrast, may be judging his client on a balance sheet and accounts which are up to 18 months old.

The factors see their market among expanding smaller companies which do not have the strength of balance sheet to raise sufficient finances elsewhere. Typically, they seek to back a company which has £100,000 of turnover and upwards, and which is selling its products on short-term credit to trade customers.

Some of the larger factors set a minimum turnover figure of £250,000, because it is not worth their while to set up their systems for smaller volumes of business. Many factors are however ready to back

start-up companies if there is the prospect of rapid turnover growth in the first year or so. Others will provide factoring finance as part of a management buy-out.

Factors will, typically, charge a fee of between 0.5 and 3 per cent to administer a company's sales ledger, while advances against invoices will carry an interest rate of 1.5 to 3 per cent above bank base rate. Sometimes a factor will provide the money more cheaply than the banks, but he will probably make up for it in his administration fee.

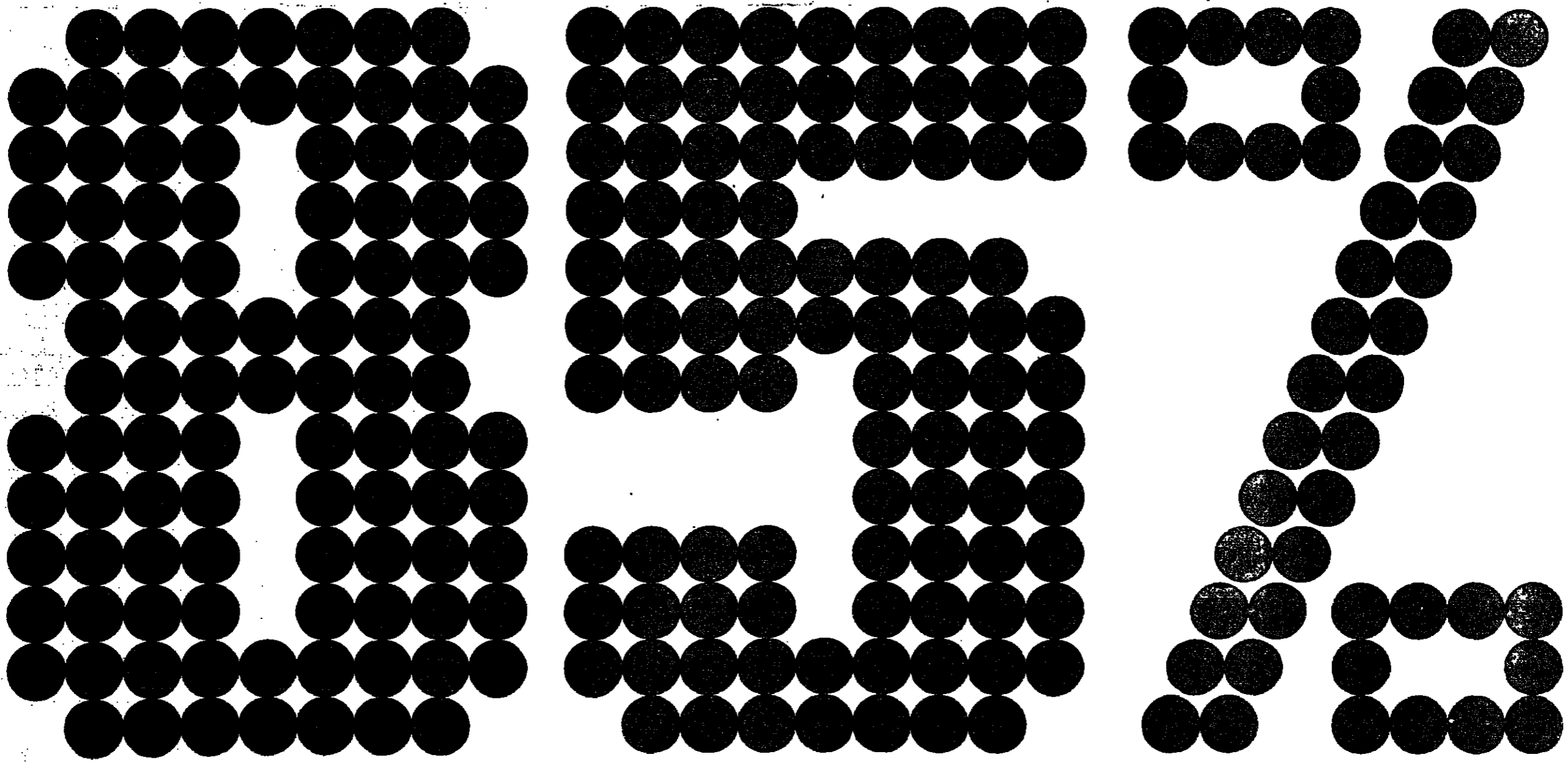
The growing popularity of factoring among financial institutions has increased competition and led to fears that some factors may be cutting corners to get business. "A few years ago, if you tendered for a contract, you would be the only company, but now you come across all the other factors," says Mr Pat Cooper, sales director of Berford Factors, a part of S&W Berisford, a food and commodities group.

"Competitive pressures are leading to people taking on marginal business," says Mr Leslie Bland, managing director of Century Factors. "There is pressure on the big organisations to get market share."

A particular worry is the rapid growth of invoice discounting, which simply provides cash against the invoices. Since the client retains control of its sales ledger, the factor is not so close to its affairs, and there is greater opportunity for either maladministration or even fraud. The fraud that worries the factor is that the client will create false or "fresh air" invoices, or that he will hold on to payments made by customers which should be paid on to the factor.

Those companies which offer just an invoice discounting service, without having all the sales ledger administration skills to back it up if something goes wrong, may be most vulnerable if there is a downturn, warns Mr Ben Allen, managing director of Kellock, now part of the Bank of Scotland group.

While some people fear that the factoring industry has grown too fast, others point to its unexploited potential - particularly in the financing of international trade. If factoring can overcome the prejudices which remain, it could become as successful a method of financing business in the early 1990s as leasing was in the 1970s.



International Factors now gives up to 85%. On the dot.

We're the first amongst factors! That's right. International Factors now leads the industry by offering up to 85% prepayments on sales invoices - immediately. We're able to do this because of our advanced technology and communications systems and the expertise of our highly motivated personnel. With International Factors behind you, your cash flow will improve dramatically. What's more, instead of chasing the past you'll be able to concentrate on the future. You'll

have the time and the funds to generate more profit and growth. In addition, you'll also have the security of knowing that up to 85% of your invoices will be paid immediately, with the remainder when your customer pays. To add to your peace-of-mind we provide 100% protection against bad debt loss on credit approved customers, so you know precisely the level of risk with those customers - none. With ten offices throughout the U.K. and 25

associated companies worldwide, we can look after your needs both in the U.K. and internationally. That's another reason we're retained by so many of the country's most successful companies. It all adds up to the fact that we have the experience, the facilities and resources to tailor our services to a client's individual requirements. Why not find out what we can do for you by calling Paul Hird at International Factors

on 0273 21211 or Freefone 0800 521371. We'll show you results - and a commitment that's 100%.

International Factors
The perfect partner for the growing business

FACTORING 2

Factoring does not describe one single service, but a portfolio of complementary financial services that come under a variety of confusing names, and from which clients may select one or more elements. On this page, David Waller explains the variations.

'Full service' for cash and help with chores

THE MOST popular package is the so-called "full service". Here, the factor gives its corporate client a mix of services, which embrace both sales ledger administration and the provision of finance raised on the back of the company's invoices.

The mechanics are simple. As soon as goods are delivered, the company sends an invoice to its customer and a duplicate to the factor. From that time on, the factor assumes financial and administrative responsibility for that invoice.

Not all companies are suitable: certain criteria have to be met

invoice. It receives the balance when the customer finally pays up - or a predetermined number of days after the invoice date.

as "financiers of last resort", the advantages to the company are manifold. Griffin Factors, the Midland Bank arm, lists them as follows:

- The company can pay its suppliers promptly. This will enable it to tease the finest terms from its creditors, taking full advantage of cash discounts, bulk purchases and discounts.
Optimum stock-levels can be maintained.
It is easier to predict cash-flow.

debt: have an average invoice value of more than £100.

The facilities are particularly suited to companies whose cash flow is hard hit by inefficient debt collection, or are experiencing a strain on their resources due to seasonal demand for their products.

As with any type of asset finance, the institution will pay much thought to the use to which the money is to be put.

Factors can assist in this vital area by:
Providing credit assessment services.
The factor will recommend credit limits for each individual customer, based on the factor's knowledge of thousands of companies across all business sectors. Not with-

out justification, the factor claims that its daily dealings with its clients' customers puts it in a better position to assess creditworthiness than the small, expanding business.

Offering credit protection as well. For a fee, the factor will offer credit protection of up to 100 per cent of the face value of an approved invoice. This means that the factor bears the loss if the customer should default. The technical

name for this service is "non-recourse" factoring - i.e. the factor does not have recourse to its clients if an invoice ends up being worthless.

These credit services are available as part of the full service factoring package, or can be taken on board in tandem with invoice discounts. The fee forms part of the administrative charge, calculated as a percentage of turnover.

TYPES OF FACTORING AND WHAT THEY COST

Table with 10 columns: Type of factoring, Finance, Credit protection, Credit advice, Sales ledger accounting, Collection service, Disclosed to customers, Available on export sales, Range of charges, Service charge (% of turnover), Discount charge (Bank BR + %).

Daily contact helps to assess the credit risk

IT MUST be one of the truisms of business that there is no point in making a sale if the customer doesn't subsequently pay up.

Factors can assist in this vital area by:
Providing credit assessment services.
The factor will recommend credit limits for each individual customer, based on the factor's knowledge of thousands of companies across all business sectors. Not with-

out justification, the factor claims that its daily dealings with its clients' customers puts it in a better position to assess creditworthiness than the small, expanding business.

Invoice discounting lifts off

INVOICE discounting is by far the fastest growing area of the factoring industry.

This no-frills service is used by companies who want cash in exchange for their invoices and little else. The client maintains full responsibility for administering his sales ledger and chasing up slow-payers.

Figures from the Association of British Factors show just how popular the service has become. The volume of invoice discounting business handled by ABF members grew from £120m in 1977 to £3,066m 10 years later, at the rate of 25 per cent a year.

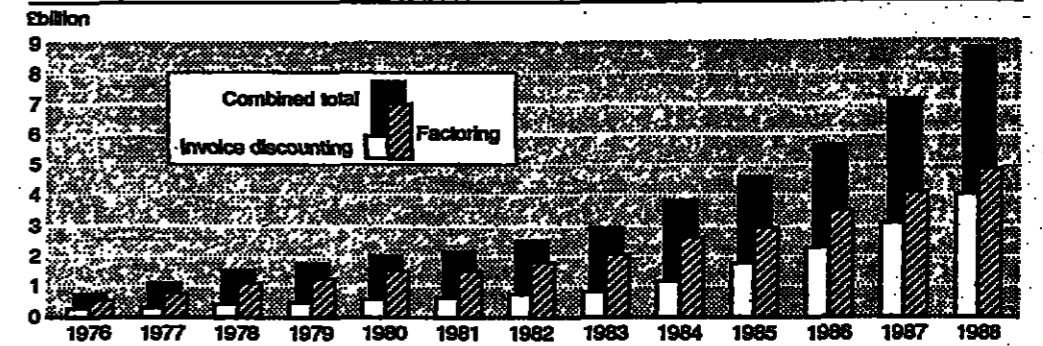
What makes it so popular? A key reason must be that customers of a company using invoice discounting need never know that a factor is in any way involved. All that happens is the factor advances up to 70-80 per cent of the face value of the invoice.

Another consideration is that the service provides a source of off-balance sheet finance. Under current accounting convention, there is no reason to disclose the extent to which a company has made use of the factor, with the result that key balance sheet ratios - not least gearing - are enhanced.

No Tom, Dick or Harry of a company can avail itself of invoice discounting. Rigid criteria apply. Barclays Commercial typically insofar as it requires clients to have a minimum net worth of £50,000.

The services offered by the factor are flexible. The company will be visited by a squad of professionals from the factoring firm who will take great pleasure in scrutinising procedures and assessing customer creditworthiness.

Growth of turnover for Association members



discounting are as follows. The basis of the relationship with the factor is agreed. The company sends out its invoices as usual, but also sends a duplicate to the factor. Upon receipt of this, the factor advances up to 70-80 per cent of the face value of the invoice.

Under normal circumstances, the company is liable for any debts that turn out to be uncollectable, and the factor can thus claim. In factoring jargon, the factor has "recourse" to the company for the value of the default debt.

When your bank can't help, we probably can. We provide short term working capital finance up to 90 days on a revolving basis to finance stock and work in progress.

We'll lend you more than an ear

More and more growing businesses who need money - but don't need the tedium of traditional banking bureaucracy - are talking to Century.

Why choose Century?

INDEPENDENT of the clearing banks' our management track record helping people like yourself stretches back many years.

Century is part of the City merchant bank Close Brothers who specialise in meeting the financial needs of the medium size company.

Telephone Sandy MacGill, Sales Director, on 0635 31517 today for full details of our financing schemes. You'll appreciate our fast and friendly approach.



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BUSINESS FINANCE



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Invoice Discounting

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To give your business a competitive edge contact Colin Cookson, Vice President, today on Brighton (0273) 21177.



Security Pacific Business Finance (Europe) Limited

126 Dyke Road, Brighton BN1 1TE. Telephone: Brighton (0273) 21177 Fax: Brighton (0273) 26914 Telex: 877020. UNITED KINGDOM BELGIUM FRANCE GERMANY HONG KONG UNITED STATES

Edge

We at Security Pacific Business Finance, offer a comprehensive and integrated range of financial products aimed at satisfying all of your asset financing requirements.

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Invoice Discounting
Inventory Finance
International Trade Finance
Soviet Export Finance
Equipment Finance
Property Finance
Leveraged Buy Outs/ins
Working Capital Finance

Customers need not know a factor is involved

stigma there is associated with the use of factoring. (Invoice discounting does not have to be confidential. It is possible for a company to run its own sales ledger administration, raise cash from a factor on the back of an invoice, and for the company's customers to be aware of the factor's role as payment will be made direct to the factor.)

Another consideration is that the service provides a source of off-balance sheet finance. Under current accounting convention, there is no reason to disclose the extent to which a company has made use of the factor, with the result that key balance sheet ratios - not least gearing - are enhanced.

No Tom, Dick or Harry of a company can avail itself of invoice discounting. Rigid criteria apply. Barclays Commercial typically insofar as it requires clients to have a minimum net worth of £50,000.

The services offered by the factor are flexible. The company will be visited by a squad of professionals from the factoring firm who will take great pleasure in scrutinising procedures and assessing customer creditworthiness.

Jonathan Wren Leasing

Recruitment - Factors for Consideration

Jonathan Wren Leasing and Asset Finance Division has been established since 1980 and in the last nine years has acquired an unrivalled reputation for the recruitment of specialist staff within all areas of the leasing and asset finance market.

FACTORING

Due to our specialist knowledge of this market we have established contacts with a number of leading players within the factoring and invoice discounting market.

We pride ourselves on our ability to closely identify client requirements and only submit CV's which fit those requirements exactly.

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For further information please contact in complete confidence Sarah Stone or Peter Haynes

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FACTORING 3

Charles Batchelor on changes among the main players

Early purchase may herald a shift back to service

THE NEW year has already produced another change of ownership in the factoring industry. Interestingly, after three years that have seen the banks progressively strengthen their grip on the business, a non-banking company has made its entry into the sector.

Trade Indemnity (TI), the UK credit insurance group, which earlier this month bought a half share in H&H Factors, believes factoring is a logical extension of its existing business. Credit risk management is, after all, already part of the sales ledger service offered by many factors.

Significantly, after several years in which the fastest growth in the factoring sector has been in the provision of finance, TI's entry may herald a shift back to the service element of factoring which consists of credit assessment and the administration of invoices.

Despite the apparent fit of TI's existing business with factoring, however, some people in the industry question whether TI will have an easy job in adapting to its new environment. It may not find its credit insurance customers that ready to transfer their factoring business to H&H, while other factors may move credit insurance business they need to place with TI away from their new rival.

TI is not the only non-banking company to come into factoring recently, but it has been the bankers who, throughout the late 1980s, have come to dominate the sector even more comprehensively than they did before.

The clearest indication of the bankers' interest came with the return of Barclays Bank in 1987 with the acquisition of a 75 per cent stake in Arbuthnot Factors, now renamed Barclays Commercial Services.

Barclays had pulled out of factoring in 1983 after making losses, but had found its position as the sole clearing bank without a factoring subsidiary an uncomfortable one.

"They had to put their factoring business out elsewhere, and that gave the other banks a foothold in their customers," said Mr Bernard Jenkins, who was involved in the founding of Arbuthnot and is now executive chairman of Barclays Commercial Service. "They

Oct 1988	Turnover (£000)	Number	%
0-250	1,554	27.9	
251-500	1,109	19.9	
501-1,000	1,156	20.7	
1,001-2,000	699	16.1	
2,001-5,000	577	10.3	
5,001+	294	5.1	
	5,579		

Types of businesses	Number	%
Manufacturing	2,594	46.4
Construction	71	1.3
Distribution	1,912	34.3
Transport	228	4.3
Services	768	13.7

Source: Association of British Factors

should have restructured five years ago and battled on. The amounts involved in their losses were very small."

Barclays' experience highlights the paradox of the big banks' involvement in factoring, a business which, because it funds current assets rather than securable fixed assets, goes against the rules of conventional banking.

It is precisely the customers who have been turned down by their bank manager for a loan or a larger overdraft who call in a factor. And, logical though it may be for the banks to fill this gap in their service by buying factors, the relations are not always easy.

Head office may take a strategic decision to go into factor-

ing, but persuading branch managers to recommend the service is another matter. "The banks don't understand factoring," says one former bank manager turned factoring company director, who recalls his own early suspicions of factoring.

Bankers still don't believe in factoring," says Mr Ben Allen, managing director of Kellock, since 1987, a 95 per cent subsidiary of the Bank of Scotland. "A bank manager will not recommend it to his best clients since he wants to help them himself."

Not all acquisitions of factors have gone smoothly. In several earlier instances the takeover has been followed by defections by senior executives and by rather clumsy attempts by the banks to slot their new acquisitions into their corporate structures.

But these problems have not prevented the banks from increasing their presence. And the factors themselves have been only too ready to accept the strong financial backing provided by the banks.

Apart from Barclays, the past three years have seen The Royal Bank of Scotland set up RoyScot Factors in 1986, while in 1987 TSB bought First National Bank of Boston's factoring arm, since renamed UDT Commercial Finance.

Most of the large factoring organisations are now controlled by large banks. Lloyds is the largest player, owning both Alex Lawrie Factors and International Factors. National Westminster Bank owns Lombard NatWest Commercial Services, known formerly as Credit Factor International, while Midland Bank has Griffin Factors.

Security Pacific, the US banking group, bought Anglo Factoring Services - now renamed Security Pacific Finance (Europe) - at the end of 1988. The bank had previously financed corporate fixed assets and felt it a logical extension to finance the current asset part of the balance sheet too, says Mr Colin Cookson, vice president.

The TI purchase of a stake in H&H Factors means ownership is now shared jointly with Keller Overseas (itself part of Fuji Bank). The only major factoring company not owned by

a UK clearing or large foreign bank is Century Factors, which is 95 per cent owned by Close Brothers, a merchant banking group.

The advantage to a factor of the backing of a large bank is clear. Factoring requires large sums of ready cash, which only the largest financial groups can provide. If this financial backing is not available the factor is particularly vulnerable to bad debts and fraud, or may simply not be able to keep up with the growth of his clients and lose them to larger rivals.

But factoring is not just for the bankers. S&W Berisford, the food and commodities group, decided to make factoring part of its expansion into financial services with the launch last April of Berisford Factors. The new company has taken on some 25 clients in its first eight months and makes a virtue of its independence from any banking group.

A lot of smaller companies like to deal with a small organisation which they feel they can identify with," says Ms Pat Cooper, sales director. Some companies also feel they want to diversify their sources of finance and do not want to draw their factoring funds from the same bank which provides them with loans and overdrafts.

The influx of new participants in recent years has made for competitive conditions in the factoring market. Whether all will survive the next of the industry's periodic shake-outs remains to be seen.

Some people in the industry believe that ultimately the independents will be squeezed out, as the banks channel more of the leads coming through their branch networks to their own factoring subsidiaries.

"This will leave the independents scrambling for the smaller deals and losing out as their clients grow," says Mr Jenkins of Barclays Commercial Services. "I think the industry will harden into camps grouped around the big banks."

He may be right. But, as the factoring industry's recent past shows, the banks can make mistakes. The independents can be expected to put up a tough fight for their niche in the business.

A DAY IN THE LIFE OF A FACTOR

'Pizza restaurants are slow payers, engineers are good'

IT IS A Wednesday morning in the offices of Century Factors, at Newbury in Berkshire, and the three directors who make up Century's credit committee are starting to look at an application from a Midlands engineering company for an invoice discounting service.

In another office, clerks are starting to input information from several hundred clients' invoices into Century's computer system. Elsewhere in the building, teams of credit controllers are on the phone, liaising with clients on their sales ledger problems and chasing up clients' customers who have been slow in paying their bills.

"Pizza restaurants are very bad, but engineering companies are good payers at the moment," says Mr Lawrence Newsome, an assistant director.

Similar routines to that at Century are being followed at other British factoring companies. Century has a staff of 50 dealing with 142 clients with a combined turnover of around £135m. It is one of the smaller members of the Association of British Factors, but its operations are typical of its larger competitors.

Apart from the engineering company that has its application under scrutiny, two existing clients are being reviewed; while offers that have been made to three more prospective clients are being considered by the credit committee.

Growing competition in the factoring sector may have increased pressures on some factors to take on business they might otherwise have turned down, but it is the job of the credit committee to make sure that the companies for which Century provides factoring or invoice discounting services are sound propositions.

The committee has a six-page report on the engineering company, drawn up by one of Century's new business managers. It lists the company's trading history and details of its management, and looks at its record of managing its sales ledger.

The company has turned to a factor because, with plans to broaden its product range and increase turnover to around £300,000, it is likely to run up

against the limits of its bank overdraft. Century has suggested it take up what it calls its "agency invoice discounting" service. The factor would provide cash against invoices, though the client would continue to handle its own sales ledger. Unlike straight-forward invoice discounting, however, agency discounting requires the client to disclose on its invoices that it is using a factor. It must stamp or print on every invoice a notice that the invoice has been assigned to Century.

Agency discounting, explains Mr Leslie Bland, managing director, is offered to clients who do not have a strong enough balance sheet to justify undisclosed invoice discounting, but which do have the means to handle their own sales ledger. The disclosure requirement means if anything goes wrong customers will not be surprised if the factor intervenes to collect its money.

Mr Bland and his team are comforted by the fact that the engineering company has been recommended by its auditor, but Mr Sandy MacGill, sales and marketing director, is concerned that the company only has an issued share capital of £100.

A bigger worry is the fact that the company does more than half its business with one large customer. Even if that customer is blue-chip and unlikely to go bust, the factor is concerned that there is a risk of a delivery which could lead to its refusing payment.

If a client does more than 40 per cent of its business with a single customer, Century will not finance the excess invoices in the engineering company has started out with nearly £200,000 of unpaid invoices that it wants to finance. After taking away about £25,000, because it represents sales to the large customer above the 40 per cent limit, and a further £25,000 of debt which is more than three months overdue (and therefore not covered by the proposed agreement), the company is left with about £150,000 of invoices which are allowable by the factor.

Century, like other factors, will pay up to 80 per cent of



Mr Leslie Bland

the value of these invoices, which means the company could receive £120,000 on day one of its contract. To allow for subsequent sales growth at this client, the credit committee sets a limit of £200,000 on the money it is prepared to advance against invoices.

The committee finally agrees to make an offer to the engineer consisting of a service charge of 0.7 per cent, with a monthly minimum of £350, a setting-up charge of £500 plus VAT, and an interest charge of 2.75 per cent above base rate on the money it advances.

In weighing up these terms, the three men have to consider whether the factoring subsidiary of its prospective client's clearing bank will make a counter offer. It is possible, but they consider it unlikely, because the bank itself is currently lending at more than 3 per cent above base. For the bank's factoring arm to offer finance much more cheaply than that would embarrass the bank, they decide.

Before the deal can go through, though, Century will have to get the client's bank to waive its charge over the company's sales ledger. This is normally a formality, but it can take up to three weeks and may delay the transaction. The bank may also want to cut its overdraft limit if it feels its own security has been reduced. The credit committee also wants to see the latest audited annual accounts from the company, as well as monthly man-

agement accounts, before it goes ahead. At present all it has is audited figures to the end of 1987.

The three men then turn to the affairs of two companies that are existing clients for the full factoring service. These clients are reviewed regularly to make sure nothing is going wrong. One of the companies has recorded a sizable loss. Mr Bland and his team put this down to the owner's taking too much out of the business. They say they are not unduly worried, however, because the business is basically sound and is forecasting a return to near break-even point in the current year.

Taking a selfish view, if he stopped trading we can get the debts in," says Mr Bland. Since Century provides a full factoring service to this company, and therefore handles all of its invoices, it has a good idea of what is going on. Mr Bland acknowledges that he would not be so happy, though, if he were invoice discounting this client and therefore not seeing his invoices on a daily basis.

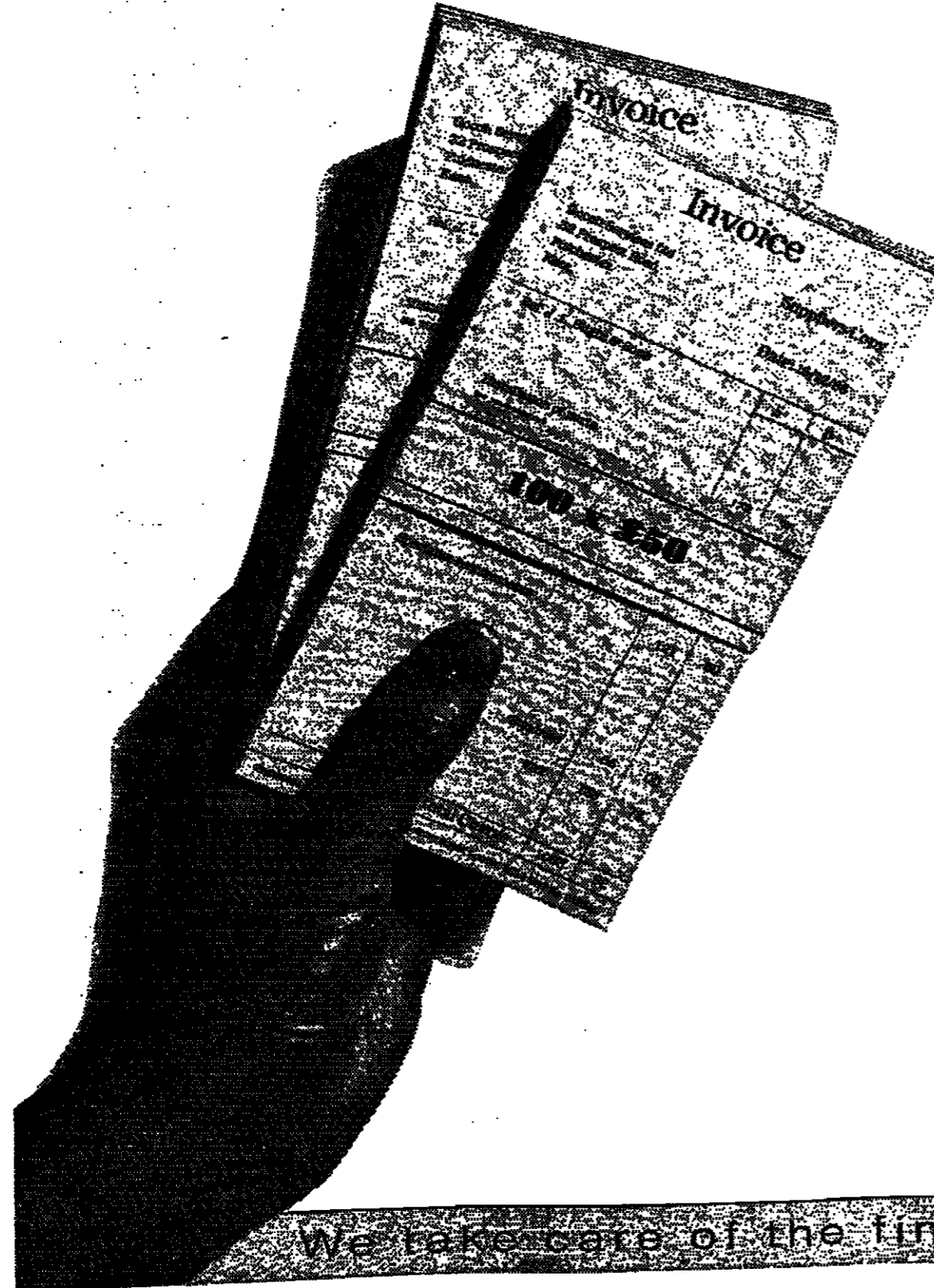
Even after the credit committee has broken up, the daily business of administering client accounts goes on. Incoming invoices from clients and payments from their customers are tallied on a daily basis, so that Century knows how much cash is available under the limits agreed between factor and client.

The factor telephones the clients on an agreed day each week (more frequently if agreed) and lets him know how much cash he may take up. Some clients take up their maximum entitlement, others just part, while those that are flush with cash may leave it on account with Century.

Computers have meant that shuffling all this paper and making the calculations can be a very profitable business. But the factors, understandably, are keen to point out that the client gains, too. "One company gets our service for £12,500," says Mr Bland. "That may seem a lot, but it is less than the costs the company would incur employing a credit controller and handling its own invoices."

Charles Batchelor

Cash in hand.



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FACTORING 4

Experts foresee continued rapid increases in the volume of international trade financed by factoring, says Peter Montagnon

The service's worldwide network is spreading

INTERNATIONAL factoring - or the use of factoring to finance trade - is one of the fastest growing areas of the market, offering as it does a means of both credit insurance and debt collection that appeals particularly to smaller exporters.

According to Factors Chain International, the largest international umbrella organisation of factoring companies, the volume of international trade that was financed in this way during 1987 amounted to some \$3.7bn - more than double the total posted just two years earlier.



Mr Jeroen Kolmanstam

of the importer and collecting the receivables from him. Thus the development of international factoring depends on the creation of a network of correspondent relationships between factoring concerns in countries around the world.



Mr Paul Gee

cent of its turnover, says that it is increasingly being used by UK companies putting their toe in the European water ahead of the advent of the single European market in 1992.

Trade in the opposite direction is dominated by heavy goods, such as aircraft, to which factoring techniques do not apply, so once again there are fewer business opportunities for factoring concerns.

THREE YEARS ago, the management of Dunlop's DIY division was embroiled in a buy-out of the vinyl and carpet floorcoverings business from parent company BTR.

CASE STUDY: BASEGUIDE

Ground-floor cover



Mr Alan Wilson

the floor-covering company's sales ledger, looking at invoices, operating a credit-collection system and insuring the group against bad debts.

experience with them." Client companies also carry the risk of debtors taken on before the arrival of the factors. In Baseguide's case, some of them - particularly on disputed accounts - were six to nine months old.

CASE STUDY: IBS

'A bit like Christmas'

Century got the business. The terms of the deal were that IBS would get 70 per cent of invoices due the day after invoices were submitted, and the rest when the client's cheque had been cleared.

produce more desirable results. Psychologically, a considerable burden was also lifted. "It was like Christmas every time you put in an invoice."



TRADE INDEMNITY

WE'RE MAKING A NEW NAME FOR OURSELVES

Trade Indemnity plc has acquired 50% of the share capital of H&H Factors Limited. H&H will be renamed TRADE INDEMNITY - HELLER LIMITED.

The effect is to combine the skills and experience of one of the UK's leading independent factoring companies with those of the UK's largest domestic credit insurer.

Over 25 years, H&H has grown by providing a full range of factoring services, tailor-made for each client to generate cash flow and release capital for growth.

The company will now be able to offer even stronger support on protection against bad debts and on financial information via the Trade Indemnity database.

TIH services will be available worldwide.

To find out how we can help your business grow further, call David Hawkins on 01-681 2641.

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The difference between 1:1 and one-to-one.

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To: Business Finance, Westpac General Finance, FREEPOST, Maidenhead, Berkshire SL6 1DU. Telephone: (0628) 771111.

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CL-Alexanders Discount p.l.c. established in 1970, one of the members of the London Discount Market Association, have for many years specialised in trade finance.

For further information please write or phone: CL-Alexanders Discount plc. 45 Cornhill, London EC3N 3PP. Tel: 01-426 6457.

Factoring offered the fledgling company three advantages. Such networking systems would link the heap of electronic products employed by major organisations. Today the client-list includes banks, as well as Shell and Reuter.

From three names considered, Century got the business. Within six weeks of its formation, IBS had outgrown the Watsons' bedroom and had taken attic space in Newbury itself.

Just under two years ago, an associate company was also set up, to undertake installation work. Until then, the installation had been sub-contracted, but IBS found that quality suffered.

Despite this fairly rapid expansion, the business had never enjoyed external help. It was founded by the Watsons without any third partner, and services through an ordinary high street bank account.

Andrew Hill. "Whatever happens," says Mr Beveridge, "they usually leave us for the right reasons."

"OUR COMPANY WAS HOVERING. WITH KELLOCK IT'S SOARING."

Chris Bennett, Managing Director, Alison Associates, Reading.



Chris Bennett started Alison Associates in 1978.

The company conceives and develops data systems for the motor industry.

Their products help dealers and manufacturers keep control of their businesses, reporting current performance and providing plans and cash flow forecasts.

It was, ironically, cash flow hold-ups (endemic to many vigorous, growing businesses) which pointed Alison Associates in Kellock's direction in 1983.

"To be honest, we weren't very good at collecting money," confesses Chris.

"And we weren't really interested in chasing customers. We just wanted to get on with what we were good at.

"Speaking of which, we'd like to put in a special word here for Martin Hudson, our Kellock Client Manager.

"We'd never have achieved the performance Martin has. He's been fantastic."

Chris uses Kellock for support in his sales ledger administration, credit control and collection.

(He sends his invoices to Kellock who then forwards payment to Alison Associates immediately.)

"Kellock have been the making of us. We couldn't have expanded without their brand of factoring. A regular in-flow of cash has enabled us to finance a level of sales which we'd never have reached otherwise."

Turnover of Alison Associates has increased tenfold over the last five years and the company now employs more than 70 people.

"We've recently set up a new training department and we're actively looking to take over other related businesses.

"Profits are good, our position secure," smiles Chris. And his many top-name clients are equally happy.

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Fitz-Harris and his team

are waiting to talk to you

about Kellock factoring (domestic and international),

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FACTORING 6

Karen Zagor assesses the way the service is growing in the US

A well-worn 18th century mantle

"The pound of flesh which I demand of him is dearly bought, 'tis mine, and I will have it" - The Merchant of Venice, IV:1

FACTORS IN the United States have been unfairly tarred with the same brush as Shakespearean money-lenders...

and they sold and warehoused the merchandise. Factors offer a three-pronged service: they check credit, guarantee that credit, and provide advances against accounts receivable...

business has not diversified in that factoring is an individualized service, and factors already have a history of credit information and contacts in the textile and clothing worlds...

reserves of capital and endorsing the business with a certain respectability. In recent years the trend among factoring companies has been one of consolidation...

Irving Commercial, Republic Factors, BancBoston Financial, BarclaysAmerican, BankersTrust, Trust Co. Bank (of Georgia) and Citizen & Southern Commercial...

Volume in 1987 was \$46bn - 80 per cent of it clothing

ling volume amounted to \$790m. By 1946, it was \$2.41bn, and by 1966 it had nearly doubled to \$4.30bn. By 1987 volume had soared to \$7.39bn, and in 1987 turnover was around \$45bn...

The faces change marginally from year to year and the number of firms varies slightly, but most factoring companies are lost not to liquidation but through purchases by other London factors...

the past, huge companies such as Federated, Allied and Macey's took large orders; and traditionally they had no problems with credit. Today they still ship in the same volume and the factors are still approving the credit...

Factoring volume in the US (\$bn)

Table with 5 columns (Company, 1987, 1986, 1985, 1984, 1983) listing various factoring companies and their volumes.

(a) Combined volume of Congress & James Talcott Inc. (b) Acquired by Citicorp & Southern Commercial at end 1987. (c) Includes factoring volume of Associated Commercial Corporation acquired in 1987. (d) Includes volume of W. H. Smith & Co. a unit of CIT factoring group that was discontinued in 1987. (e) Volume was taken into Mother & Son Commercial Group of CIT factoring group.

industry deals. However, the overall picture for 1988 was encouraging for the factoring sector, with profits up and interest rates largely stable...

CREDIT WHERE IT'S DUE



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The fiercely competitive Italian market is booming, reports David Lane

BNL retains its grip

"RAPID GROWTH of factoring will continue well into the next decade," predicts Francesco Bartocci, managing director of Banco di Roma's subsidiary Finroma.

Factoring benefited from the unsatisfied financing requirements of many small and medium-sized companies...

lending above is good business for Italy's big groups. The industrial groups follow the national pattern in borrowing from banks to finance their factoring operations...

Factoring in Italy: key figures

Table with 4 columns (Year, Total factoring market (Lbn), Real growth (%), Domestic-export turnover (%GDP)) showing data from 1984 to 1988.

*Percent for current year. Source: BNL, Europa

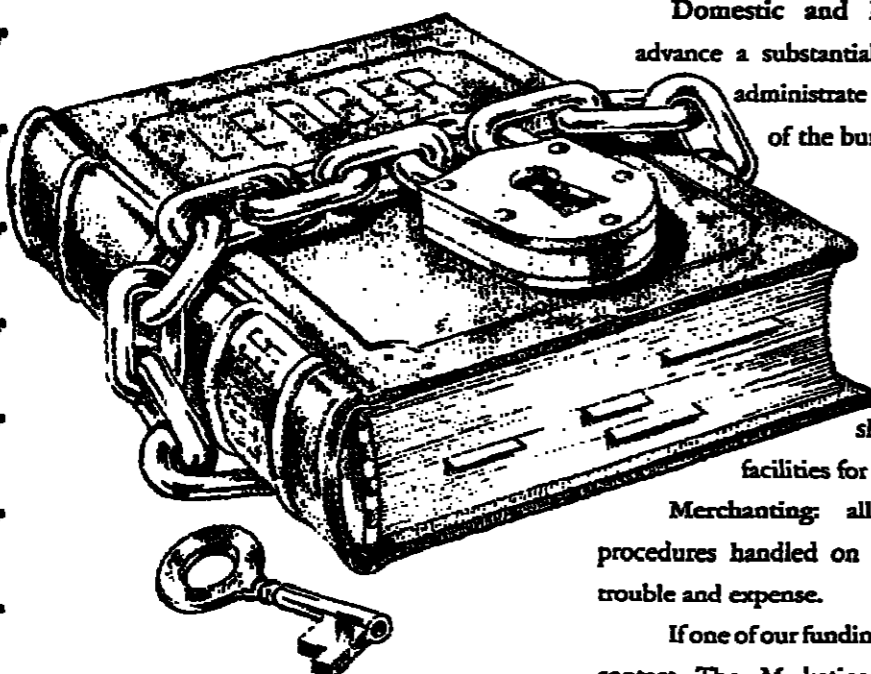
EXPORTERS Open Account Trading can be so Simple and Secure

Far simpler than the traditional methods of export finance - Letters of Credit and Bills of Exchange. Simpler because you can compete on equal credit terms with local suppliers...

Form for Griffin Factors, including fields for Name, Address, Tel No, Nature of Business, and Export Turnover.

RELEASE THE FUNDS LOCKED UP IN YOUR SALES LEDGER

Money tied up in sales equals poor cashflow equals growth stagnation. But there is an answer. Tailored to your requirements here are some of the ways Barclays Commercial Services can help.



Form for Barclays Commercial Services, including fields for Name, Position, Company, Address, Postcode, Telephone No, and contact information.

New factoring companies have sprung from industry and commerce

L3,825bn last year, equal to nearly one fifth of the market. Taking account of its minority stakes in other factoring companies, the BNL Group covers about one half of the Italian market...

On the other hand, absence of specific legislative regulation is considered to hinder factoring's development. Factors have to base their contract documents on 1942's Civil Code...

David Lane. These are quotes from a conversation with a bank manager. Which shows that even professional financial advisers don't always understand the facts of invoice financing...

"... Invoice financing" "You mean, factoring?" "No, we don't!"

Form for Union Discount Invoice Financing, including fields for Name, Position, Firm, Address, Post Code, and Tel.